

THE
ADVERTISING
YEARBOOK

FOR
1921 - 1922

T. BEN MELDRUM

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FOR
1921-1922



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1921 - 1922

EDITED BY
NOBLE T. PRAIGG

CONTAINING A COMPREHENSIVE DIGEST OF THE MOST IMPORTANT
PAPERS AND ADDRESSES PRESENTED BEFORE THE 17TH
ANNUAL CONVENTION OF THE ASSOCIATED AD-
VERTISING CLUBS OF THE WORLD, HELD
IN ATLANTA, JUNE 12 TO 16,
1921



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FOR
THE ASSOCIATED ADVERTISING CLUBS
OF THE WORLD
1922

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INTRODUCTION

THIS "Advertising Year Book" is the forerunner of what, it is confidently believed, will be a continuing series that will soon come to have and to hold a place of assured authority. It is proposed to have the annual edition in the series appear as soon as possible after the great annual convention of the Associated Advertising Clubs of the World is held, and to have it contain a comprehensive digest of the most significant and valuable papers and addresses presented before the convention.

This first edition of "The Year Book," following the notable convention held in Atlanta in June, 1921, has been prepared under the editorship of Noble T. Praigg, a former editor of *Associated Advertising*. He has had the helpful coöperation of the chairmen of the various departments of the Atlanta Convention, each one of whom was asked to indicate the most practical and valuable papers read before the sessions over which he presided. By following this plan in selecting the material it was believed that "The Year Book" would be sure to preserve, in permanent form, the most important contributions made to advertising knowledge.

Of course "The Year Book" is not intended to be a complete report of a convention's proceedings. No attempt has been made to give the daily record; that has had its proper place in the news. "The Advertising Year Book" is intended to be the place in which one can look with confidence to find the annual additions which each convention makes to the practice and the business of advertising. Its value, therefore, will depend on the quality and the character of the convention of which it is to become the permanent interpreter.

The hope will accompany this first "Year Book" that the great company of men and women, who are endeavoring to perfect advertising as an efficient and economical force in dis-

INTRODUCTION

tribution, will find these pages of definite service and value. If that hope is realized it will have a stimulating effect on the character of the next convention; and presently a beneficent circle of cause and effect will be formed, the convention helping "The Advertising Year Book" and "The Advertising Year Book" helping the convention, and that is what ought to develop in a great organization of service that goes forward in the name of "Truth."

HERBERT S. HOUSTON,
Chairman of Book Publishing
Committee, A. A. C. of W.

THE
ADVERTISING YEARBOOK
FOR
1921-1922

I

ADVERTISING IN ITS GENERAL ASPECTS

Color is life, action, and power demanding intelligent use for successful selling—Agency and advertising manager—The “how” of better copy—Convention inter-departmental sessions rich in suggestions.

PAINTING INCREASED SALES WITH COLOR

BY HARRY R. WELLMAN

Professor of Marketing, Amos Tuck School of Administration and Finance, Dartmouth College

COLOR is not omnipotent. It is generally accepted as being the best medium for quickly expressing an advertising thought. However, it may quite as likely be an absolute failure, not on its own account but because of bad handling or because it has been set to do an impossible task.

When you look over the pages of a magazine and see the peculiar color combinations that manufacturers are purchasing at the price per page of a corner lot, when you look into the store windows and see color the like of which was never displayed on land or sea, you rather wonder about the advantage of color. You do more than that, you frankly doubt it.

Pink beans reposing on a sage-green background in a stomachless purple dish! Poisonous greens playing tag with watery pink hams, or, worse yet, a translucent salad oil dripping down past a beautiful layer cake to its absolutely geometrical point of contact with a frying-pan; the same masterpiece flanked by a pair of innocent-looking eggs that have just escaped the ambushing lettuce. You do wonder, indeed; first, why the idea, and why, for heavens' sake, add color to it!

You look in the windows at the handsome, putty-faced "ladies" negligently lounging in perfectly good clothes and furniture, urging you to eat, drink, or wear this, that, or the other, all alike as two peas and all shrieking at you in red—brick red, cherry red, rose red, maroon red, and plain garden variety red. Why? Because some one once said that red is an arresting color, that it excites interest. It is and it does, but why murder it? Why not figure it—once in a while at least—in terms of sales instead of commotion? I believe more decent design is spoiled by the manufacturer's desire to add red than by any other single means. It is a mania. It breaks out in a rash along with sales contests and other solaces of weak-kneed sales managers whenever sales become a bit difficult.

How much color for 1922? In thinking over recent happenings in this country, our first answer would undoubtedly be "More color, of course." However, when we check up the present magazines we find an astonishing decrease, not only in color advertising but in advertising generally. If color advertising is so effective and if it is one of the best sales-getters known, just why should color advertising be reduced at a time when sales are needed as they never have been in the history of this country? In my opinion, it simply illustrates an unquestionable fact: manufacturers generally have not made intelligent use of color. Either they have been sold color because it was distinctive and lent a certain class and prestige to their product, or they have used color without any particular regard to what it could do or should be expected to do. In any event, the fact remains that the first to go has been the large color pages in the magazines.

Probably the chief person to blame for the manufacturer's lack of knowledge is the advertising manager himself. One of the most popular sports of the advertising profession is panning the manufacturer's lack of knowledge regarding advertising.

Go into any advertising club, listen to the wonderful plans and ideas that have been shipwrecked on the rock of lack of appreciation by the Boss! You will leave with a mental picture of the average manufacturer that it would not do to reproduce, least of all in color. That is, you will if you have no sense of humor.

If you have a sense of humor, you will be very patient with the unappreciated heroes, and you will gently but firmly point out to them that it is their fault and not the fault of the manufacturer.

But "the time has come," as the Walrus said, when we must wrap up the spats, park the stick, give the tortoise shells back to the tortoise, resign from the golf club and join the library. We must get down to such facts as are known and establish new facts that will aid in the development of the greatest sales force known, advertising.

Starting with the product itself, can its appearance be improved? Can an advertising reproduction of the present package ever be made sufficiently attractive to increase sales? Is the trade-mark reproducible from the advertising standpoint? Is the type right, or haven't we yet established a type? These are advertising engineering essentials that have much to do with the success or failure of the campaign.

And fortunately, it is no longer impossible to make changes, if changes are really desirable. Aunt Jemima has performed a real service to advertising in proving to manufacturers generally that the public does not lie awake nights worrying about changes in the appearance of package, trade-mark, or type of appeal. If it's wrong, change it. After all, the only people who will know of the change will be your immediate official family. We sometimes take our "line" too seriously.

When you are sure that your product is presenting its case in the best possible manner, analyze your market. Who buys it, where do they live, and how numerous are they, either as actual buyers or prospects? Perhaps you will say, "This is the job of the sales department." Numerically, it is, but from the point of view of human actions and reactions which result in buying or not buying, it's your job.

There are only two ways of inexpensively reaching a saturated market. The first method is the introduction of a specialty which, of course, makes the field an open market until new competition appears. The second is less well known. It is selecting a market in which you can compete at the lowest cost and with the maximum return.

Analysis applied to jobber resistance, or lack of coöperation,

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if you prefer to call it that, shows some very interesting facts. Twenty-five per cent. of the material remains in the jobber's cellar. Ninety per cent. of this 25 per cent. should remain there. Disregarding bad art work, tons and tons of material is sent out with apparently no regard whatever for the obvious limitations imposed by average case shipment of jobbers, of expense imposed upon jobbers, or sales helps furnished by competitors. A little thought applied to this phase of advertising distribution would be worth its weight in gold.

The final link in the chain, the retailer, is also worth a little study. We are too prodigal in our attempts to educate the retailer and too hesitant in educating ourselves. How many of us know or appreciate the fact that, taking 100 as a base, we have 100 per cent. competition in reaching the druggist's window, 56 per cent. competition in reaching the grocer's window, and almost no competition, comparatively, in reaching the other fields?

Again, a little study and a little thinking in terms of jobber and retailer problems will save money for the advertising department and make friends for the business. When you can see your way past these various natural resistances, your idea becomes practical. It will then encounter very little sales resistance from the Boss. Your salary is still predicated upon profits.

This, then, is simplified advertising engineering, a co-worker with sales engineering and a close associate of modern scientific management as applied to production. A team pulling in unison. An organization interested in obtaining facts and planning its business upon these facts. In the years just ahead it will be well for you to be sure that you have your proper proportion of these facts.

Having determined your facts, buy your advertising to fit conditions as they exist. The facts of circulation, type and number of readers, have been pretty thoroughly established in the publication field. It is now possible for you to select your market and purchase media to cover it, with a fair degree of certainty. Color facts are less established. Many color facts now charted are either over-emphasized or are of very little importance to any but those actually engaged in the business of color reproduction.

In China, colors play a most important part in the general life of the people. Not only are dynasties indicated by color but the different strata of official life, customs, habits, and religion are sharply marked and accentuated by an accepted color plan. While we in America do not have as pronounced color beliefs as these, yet we do have certain known favorites which it is well to recognize in making our advertising appeal. Moreover, think of the accepted color reactions in terms of your own product. Yellow should not be used to advertise food.

The primary colors, red, yellow, blue, and for the purposes of this discussion green should be included, are simply pigments representing colors most used for effect by the greatest of artists, Mother Nature. Primary colors are "full strength"; they arrest the attention, serving as the Stop, Look, and Listen signs in the transmission of ideas through color. Pure or primary colors register for a greater distance and are more permanent than blended colors or shades of one color.

In advertising, we are accustomed to go back for our beginnings to the Cave Man who carved the arrow or spear-head at his cave entrance, to indicate that John Stonehatchet made spear-heads and might be induced to sell them. The antiquity of color, however, makes John seem a mere stripling. Paintings on the walls of caves in France indicate the use of primary colors as early as 20,000 years before Christ. Moreover, the actual colors, in deer bone cases, have been found. When used, these colors show the same brilliancy as when packed away, thousands of years ago.

This very strength, however, makes the practical use of primary colors extremely difficult. The first essential is, of course, simplicity. Any strong, direct appeal must be simple—simple in color selection, as in text. A simple, well-thought-out design, plus the application of the right color—and only the right color—insures the success of the appeal.

A complicated trick design using primary colors is indeed as ineffective as painting the lily or gilding the rose. It reminds me sometimes of the enterprising East Side manufacturer of alarm clocks, who tried to sell a statuette of the Venus de Milo with one of his clocks safely anchored in the exact centre of

the figure! Then to make it more thoroughly delightful, he covered the whole works with gold paint!

Design, then, must be considered. Simplicity is Nature's keynote. Which house do you notice and admire on your street? Which garden catches your interest and holds your attention? In the present over and under dressed era, which gown catches your eye? In your own office, does the trick suit of clothes ring any bells with the rest of the crowd? Simple, clean-cut design wins in every case. Technically, it should, because it offers less resistance to the mind. In other words, Art is simplicity.

And people do appreciate Art. If you doubt it, go into any part of the city and watch the crowd noticing, or not noticing, color displays. You will find your crowd—rich man, poor man, beggar man, thief—grouped before the newest Parrish! Real art doesn't need an interpreter. Back in the good old days, when the Church dominated the religious, civil, and business life of Europe, we find the Church recognized and set apart those monks who could make attractive hand borders and illuminated letters. Their service was paid for by special privileges at first, but later on, they received money payments for this work. Then we find—perhaps to our surprise—the names of great artists signed to early Inn Sign Boards and to other early advertising copy. If the Eighteenth Century was able to recognize the effectiveness of a Landseer painting for advertising, we probably will make no mistake in continuing to pay more than a hundred dollars for art work!

The recent advances in the printing art and color reproduction make possible the use of almost all colors in combination. Combinations of Red-Blue-Yellow, Scarlet-Olive-Green-Violet, Orange-Green-Violet, and Purple-Yellow-Gray-Green, are generally accepted as being desirable and effective in the modern selling campaign. Analyzing those color combinations generally preferred at present, we find that the same combinations appear in the best examples of Italian painting of the Renaissance period. There is nothing new under the sun. In your own business you attempt to find the method that has proved successful, that has stood the test of time. In selecting your advertising designs, you would do well to follow the same

method, choosing the combinations of known merit and avoiding the trick effects that have but momentary value.

MESHING THE GEARS SMOOTHLY BETWEEN AGENCY AND ADVERTISING MANAGER

BY GEORGE W. HOPKINS

General Sales Manager, Columbia Graphophone Co., New York

THERE is a double responsibility surrounding the lack of sympathy so often existing between the advertising manager and the advertising agent. The trouble might be largely summed up as jealousy, readily overcome when the opposing influences develop a full appreciation of their true relationship to each other.

The advertising manager likes to build his organization and handle the appropriation by himself. He feels that the agency is an interloper, and that the time may come when his job won't be quite so good because the advertising agent has been able to develop himself a little more. And often the advertising agent has gone over the head of the advertising manager to the higher officials—which the advertising manager naturally resents, because there is a certain procedure, and that procedure should be between agent and advertising manager, through the advertising manager to the head of the concern.

On the other hand, the advertising manager who keeps the agent from coming in contact with the officials higher up in the company is just as much to be blamed as the agent who goes over his head, for an advertising manager who is spending the money of his company has no right to make that decision between himself and his agent without selling the expenditure of that money to his general manager, his president, his board of directors, and even through to the production manager, so, when the advertisement appears, everybody is tied into it, everybody approves it, and it is *our* advertisement and not the advertising manager's or the agency's.

The advertising manager who will not take his copy and sell it through the sales organization down to the people who are passing the product over the counter to the customer is losing a part of his investment. The average advertising manager

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in a business should be the medium of translating the advertising into sales talk and into sales atmosphere and into coin across the counter, rather than to be bothered with the details of technique and mechanics of advertising in its physical form.

I have always believed that the advertising manager should be under the sales manager. He is a part of the development of the sales plan, and if it is a question of precedence, then the sales manager should rank ahead of the advertising manager, because, after all, advertising is in support of the sales policy. The advertising manager must be very close to the sales policy, because advertising is simply mass selling, and as advertising managers, you simply cut down the number of calls that are necessary if you are talking sales talk; otherwise the sales manager has to make the same number of steps before he finally makes his sale.

If it takes five calls to make the sale to a dealer, advertising can step in and help complete the sale at the end of one, two, or three calls. Advertising, through its mass selling, has cut down the number of calls by two. When you sell advertising to a sales organization on the basis that it is cutting down resistance, that it is making necessary fewer calls on the dealer, then you are selling advertising to your sales department, and then they will turn around and boost the advertising.

But it is necessary for the advertising manager to be in close touch with sales. The plan of merchandising starts with the sales manager and develops down through the line.

When the advertising manager has a clearly defined point of view about his own responsibility, and when the agency's position is equally well outlined, there should be no feeling between the two, because no agency can take the place of an advertising manager and no advertising manager can take the place of an agent, not in any size business. It isn't always a matter of the size of your appropriation either.

I believe it the duty of every advertising manager to turn all work possible for him to turn over, to his advertising agency, and then put the major part of his time to taking that copy, merchandising it, figuring how it fits into the sales policy, how it can be made to operate, how it can be explained to the retailer as to the purpose back of that advertising, so when the

advertisement appears, the dealer or the clerk feels he knows the story back of that piece of copy, and he knows what is expected of him to make that copy pay.

Jealousy usually comes from a mind so small that it magnifies the office as compared to the opportunity. When a man comes to the point where he is afraid of his job or is afraid somebody is going to step in on his preserves, it is an indication that he wants to check himself and say, "Am I in-growing, or have I the bigger vision which urges me to reach out to bigger things, to go to my agency and get out of them everything that they have and all the big things that they have?"

If he is that kind of a man, he goes from one thing to another, until he develops almost to the limit, because there is in every advertising manager the possibility of much bigger things.

We are looking in sales and advertising for opportunities to be placed on boards of directors, to become vice-presidents of our businesses, and attain positions in the financial world where we will be recognized as being all-around business men, and the successful advertising men to-day are recognized as good business men. They know something about production. They know something about finance. They know something about accounting. They know something about every part of the business in addition to their knowledge of advertising and selling.

BETTER COPY AND MORE OF IT

BY ROY S. DURSTINE

Barton, Durstine & Osborne, New York

WHILE it is easy to write a pleasant, agreeable description of the merits of a product—that isn't selling, it is reporting. Virility and definiteness in the selling appeal are essential.

These times encourage closer contact between the advertiser and the agency man who is responsible for the preparation of his advertising. They have shown how much is lost if contact is relayed so that several people intervene between the man who produces advertising copy and the man in the advertiser's organization who is fired with enthusiasm about the product.

The agencies have discovered what is scenery and what is dramatic action in trade survey work. They have cut out the scenery and concentrated on the action. They know how to test and analyze and draw conclusions that save their customers millions in a year's time.

They have found that the only basis on which to obtain an account is that of mutual respect, mutual confidence, and mutual work. They know their work is simple, pleasant, businesslike, and marvelously interesting when they get their business on the proper basis, and that no amount of possible profit can make it worth while on any other basis.

There is nothing exciting or novel about these principles. The only timely part of it is that conditions to-day have brought these truths into clearer relief than they ever were before. And the cutting away of the non-essentials, the crystallizing of the soundest viewpoints, have only served to reëmphasize the good reliable methods of the business.

There is abundant proof that such methods are being applied profitably to the new conditions.

It would not be fair to credit entirely to advertising a number of notable manufacturing successes I could name. They have been built on the fact that the organizations have stuck to an aggressive policy and are willing to spend money on advertising when sales are hardest to get and when money is tightest, and they have made the most of their advertising by more aggressive sales plans, more closely linked with every advertising dollar invested.

One advertiser is now launching a new product in a highly competitive line, practically dominated by one article. A series of three advertisements was run in journals reaching his trade. The result was over 1,500 inquiries at the plant, including enough orders so that the manufacturer has not yet caught up with them.

In this case, copy was a factor, because the new article was in no small degree the result of information secured from a survey in the trade, and the copy told the trade about its share in building this new article.

On a certain product which had been advertised a number of times in New York City and in a few other large cities this year larger space was recommended than ever before, with a

new kind of copy. Before the first month of the advertising had been completed the sales had quadrupled.

Here is a striking instance of advertising courage. It was in the case of a manufacturer making a basic product. Sales fell off so rapidly in the industry that most of the company's competitors were at a standstill. It happened that this company's advertising agent was also a director. He urged with great vigor an advertising campaign of more than a million dollars to be consistently carried out no matter what might happen. With some opposition the board agreed. That was six months ago.

The first month showed a loss of a quarter of a million on the company's books, the second month \$175,000, and the third month \$110,000.

To-day that company's sales have changed its figures from red to black, and though his competitors are still running on part time our advertising friend spent a pleasant Sunday a few weeks ago helping his fellow-directors inspect and buy a new factory for added production.

The advertising agencies are meeting the new conditions by basing their plans and determining their appeals *on facts*, just as they have done year in and year out under old conditions and under new conditions and under all conditions. The only difference is that every one is more alert, working harder, thinking straighter.

A query on this subject sent to the heads of several leading agencies confirmed this belief. Here are a few of the replies reflecting the judgments on which it is safe to estimate that more than \$50,000,000 will be invested in advertising in the next twelve months.

1. "Except in an incidental way, the present conditions of business have not affected the style of copy employed by our clients nor have they, to the best of our knowledge, made any radical changes in advertising plans."

2. "Our major accounts have developed to the point where they think of their advertising, primarily, as a message to the people, and the type of message that sold their product last year seems to be selling it this year."

3. "With us it has always been the exception rather than the rule to find that the facts warranted so-called institutional

advertising. Such being the case we did not find it necessary to change our copy during this present depression, when advertising had to carry such a very real burden."

4. "I cannot see that any abnormal hopes, or wishes, or itches have crept into the copy needs for to-day. What was believed to be good selling copy before the war is believed to be good selling copy to-day."

5. "Beginning around the first of the year, all of our direct accounts started to show renewed vigor, due to new circulation, slightly reduced rates, and less competitive advertising. An advertiser who buys space to-day is getting a great deal more for his money than at any time in the past two years."

6. "The times demand not so much change in copy appeal as a firm adherence to the vigorous advertising policy that was so easily maintained when times were prosperous."

7. "We are running one of the largest campaigns we ever handled for a client who, in face of a rapidly falling demand for his product, is meeting it in the sound, logical way; that is, by increased advertising. There is no essential difference in the tone of the advertising from what he would use at any time to sell his goods. There has been a change in mediums, because, though formerly he was principally a magazine advertiser, at present his increased campaign goes into newspapers, although his old magazine campaign is retained. The point is that he sees, and other manufacturers should see, that when the people are not buying, then is the time for increased rather than diminished advertising effort."

These men are using their research departments perhaps a little more thoroughly. Their field men are more active, covering more ground, sending in better reports. Every plan is checked and rechecked with greater care. Every medium is examined with a more critical eye.

The quality needed in meeting new conditions is stability without rigidity. If the facts show that a certain territory needs newspaper advertising, let there be newspaper advertising. If a package needs to be displayed more prominently, let it be magnified. If all consumers are reluctant buyers, let them all be treated as they have been since advertising began—by hammering them harder. If there are real reasons to get more inquiries, let the booklet occupy more prominent space.

But let all these things happen naturally, not because some one has been thrown into a panic and wants to pass the buck to the advertising. Let them happen if sound advertising reasons say they should and if those reasons are based on enough facts and if the link between sales and advertising can be forged more closely.

PRINTED SALESMANSHIP, A TESTED MEDIUM

BY BYRON A. BOLT

Sales Manager, R. R. Donnelley & Sons Co., Chicago

PRINTED advertising constitutes the biggest selling medium in the United States. It is the answer to the demand of the public for commodity or service information. Every phase of marketing has been accomplished by means of the printed word.

Whatever form printed selling may take, it should follow lines of good taste, good form, and high character. There is—or ought to be—a certain amount of idealism expressed through the medium of advertising. In conforming to the standards of the advertiser, the printer can, at the same time, infuse his own standards into his product. Printed salesmen should avoid extravagance of language in presenting the facts of the case and the truth about the advertised product.

The mail-order selling catalog serves a different function from the ordinary reference catalog, and is produced under entirely different manufacturing conditions.

The mail-order flyer is a supplementary item designed to serve as the “bargain sale” in printed selling. One branch of printed salesmanship depends wholly upon “eye appeal.” By this I mean the cut-outs which are of enormous service in attracting attention to the fact of a product’s existence. We see them on every hand and in all branches of business. A wealth of artistic effort is lavished upon this form of printing, for it is strictly a “touch-and-go” proposition. The selling power of the cut-out lies entirely in its attractiveness.

Much along the same line is the window trim, intended to arrest attention and to suggest a need where none had existed before, impelling the prospect to enter the store and buy the product.

We have a more permanent form of the "eye appeal," and one that has the added value of repetition and information, in the calendar. Some firms have made the calendar a regular feature of their advertising, concluding logically that so long as it is in use it is acting as a silent salesman.

Another type of printed salesmanship that has strong elements of regularity and informative value is the house organ, an advertising medium of increasing importance for exploiting your product and creating and fostering good will. It can be made a real help to your customers, and is in every sense a "printed salesman" that makes a periodical visit, presenting your arguments in their most favorable light with no opportunity for the prospect to talk back.

The country is flooded with advertising that seems on the face rather insignificant, but which has proved a most effective form of printed salesmanship—envelope enclosures, package inserts, and similar items, their value far out of proportion to their modesty of form.

The direct-by-mail campaign is really an assembling and focusing of various kinds of mailing pieces into a series having a definite, one-pointed appeal for the purpose of effecting sales strictly by means of printing and without the services of a salesman.

This is a powerful instrument in selling, for you have the opportunity to hammer away at your object, but in a manner so varied and attractive that the interest of the prospect travels along an ascending arc until decision is gained by the item designed to serve as the climax, and the sale is accomplished.

Closely connected with the direct campaign is the advertising prospectus. This is a dealer aid of great importance. When a firm issues a quantity of dealer advertising to serve as printed salesmen for the firm and the dealer, the sensible thing to do is to issue a prospectus which will inform the dealer about the nature and purpose of the various types of advertising being used, and how he can best use them in presenting your product to the public.

Cook books fall into a classification by themselves. They are directed to a section of society which every manufacturer of food products aspires to see ardently championing his line—the housewives. In this field, the cook book serves as a printed

salesman par excellence. A great deal of literature is being addressed to school children and their teachers with the idea of enlightening them on the merits of advertised brands of food, particularly pre-digested products designated as health foods, so to fix the idea in the minds of the young generation that it will become a standard to carry into maturity. It is keen selling vision to influence favor for any product in the child mind.

During the past six years we have witnessed an extraordinary growth in the mental alertness of the public, coupled with a demand to be informed. This has been especially true in the case of our larger industries. Side by side with this popular demand is the desire of those great industries to be rightly understood by their public. That double demand is being met by institutional advertising that is distinctly *printed salesmanship* because the need can be best met by means of the printed word.

An elaborate book will attract favorable notice with its sheer beauty, hold the attention by a well-thought-out presentation of the industry in all its phases through comprehensive illustrations and sincere copy, and a frank exposition of the aims, the handicaps, the advantages, and the policies of the institution.

An institutional book, to fulfil the functions of a salesman, must be correct from the printer's viewpoint. The art work carries the burden of providing atmosphere that truly reflects the institution, and the typography must conform as well. The illustrations should be the best obtainable to give a comprehensive and honest idea of the institution, together with its personnel and manufacturing features. This is an individual proposition within the realm of printed salesmanship, weighted with more responsibility than any salesman could carry with him on the road.

AN ANALYSIS OF MARKETING COSTS

BY HARRY TIPPER

Automotive Industries, New York

MECHANICAL equipment of industry for production is pretty complete to-day, and its proportions are so vast that progress in the improvement of manufacturing cannot be expected to meet all the requirements of future competition.

An examination of the growth of industry from the beginning of the factory development shows that in the handwork period almost all of the sales prices was absorbed by the labor and capital involved in production.

The cost of selling or marketing was negligible. In the consolidation of manufacturing into larger and larger units of production, the area of distribution from a single factory increased with each increase in the consolidated manufacturing capacity. Consequently, the proportion of the sales price required for production became less and the proportion required for distribution and marketing correspondingly increased.

The war has left the United States with a manufacturing capacity of very large proportions. In 1910 it was equal to the combined manufacturing capacity of Great Britain, France, and Germany; in 1919, it more than doubled the combined manufacturing capacity of these three countries—and the population of the United States is only three quarters of their combined population. In other words, the manufacturing capacity per capita in the United States is almost two and one half times that of France, Germany, and the United Kingdom combined.

With this enormous increase in manufacturing capacity it is necessary that the markets of the United States should be extended into other countries, that the people of the United States should be induced to consume more of the products manufactured in this country, and therefore, that the marketing effort should be greatly intensified.

This necessity for a more intensive marketing effort will increase the cost of marketing unless the wastes in marketing are determined more accurately and the individual unit of effort is made to produce more effectively.

At the present time, the manufacturing cost for the production of most commodities is less than half the sales cost for that commodity. It takes more people to distribute and deliver a thousand dollars' worth of products to-day than ten years ago. It is possible to produce a thousand dollars' worth of products with less labor than was required ten years ago. Every item that goes to make up the expenses of marketing a product has increased, and these increases must be met in the more severe competition of the future, by an increased efficiency

in the analysis, examination, and development of the marketing methods.

The average discount required by retailers of all classes from the consumer's sales price is 31 per cent. plus. The average cost of doing business for these same retailers is 26 per cent. plus. Many commodities which turn over very rapidly are sold regularly at a price slightly above the retailer's cost and frequently at a price which permits of no profit.

The average required by jobbers from the consumer's sales price is 13 per cent. plus and the average cost of doing business is 10 per cent. plus. These averages are of little value to the individual manufacturer. They are of importance only in their indication of the amount required for the distribution of the goods, in proportion to the amount required for the actual manufacture, including the capital involved in the manufacturing itself. These differences are not much affected by the increase in labor costs in the last three years. Neither is it possible to look for much reduction from a reduction in the price of labor. In the case of most commodities handled by jobbers and dealers, the labor represents between 12 and 15 per cent., the raw materials representing by far the largest item of the costs.

The average cost of marketing for different lines of industry assembled from various sources is supplied in the chart. In few cases does this cost include all the items which should be charged to marketing. In most of the concerns the practice has been adopted of entering against overhead or administration a considerable part of the inside expense, devoted practically in its entirety to the marketing of the product. In others this overhead is arbitrarily percentaged on various bases. In some cases only the salesman's time and expenses, the order department, and the branch office are included in the selling expense.

Similarly, in the advertising expense the items which are covered by the advertising account vary considerably so that there is no exact definition of advertising which will make the figures reasonably comparable.

The cost of distribution and marketing is controlled very largely by the area, because the major expenses are expenses of area and not related to the unit of sale. Therefore, the marketing cost should be measured in terms of area as well as in terms

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of the unit of sale, if the proper comparisons are to be made in examining marketing efficiency. A large concern manufacturing a necessity of very stable character used over 700 jobbers as outlets in the distribution of their product.

In a recent investigation it was found that 50 per cent. of these jobbers did over 90 per cent. of the volume in the business. The other 50 per cent. did not pay the necessary operations required to keep their business on the books.

It costs about so much to cover a square mile of territory, whether the territory yield ten or fifteen units per square mile. The expense per unit is materially altered in proportion to the territory yield. The analysis of marketing costs must begin with:

- a—Some determination of what is meant by marketing.
- b—A definition of what is covered in advertising.
- c—An examination of the individual territory, its possible yield, the expenses of covering it, the handling necessary in connection with it, the probable cost per unit of sale in view of competition.
- d—The expenses put upon the product before it reaches the user by the condition in the retailing and jobbing field, considered unit by unit and territory by territory. Such an analysis must take account of the additional expenses involved in the intensified effort required in highly competitive areas.

It will not do for these analyses to be made upon averages or general totals. Such items may be good enough for the balance sheet; they are of no value to the analyst. The production man has made his improvements in manufacturing by centering upon the development of one operation at a time. The analysis of marketing costs must begin with the individual buyer, the quantity he can buy, the frequency with which he will buy, the number of buyers per square mile, the cost of covering that square mile, the character and value of the distribution channels, the necessity of warehousing. It must include the organization for sales promotion, commercial supervision, orders, market research, cost finding for marketing and all other items of overhead that are concerned directly with the sale of goods. It must analyze advertising carefully, from the unit buyer to the overhead expenses.

There is no doubt that marketing efficiency must increase, or marketing costs will increase to the embarrassment of the sales and advertising executive.

INCREASING STORE SALES BY THE NEOSHO PLAN

BY F. L. SWINEHART

President Associated Advertising Clubs of Wabash Valley

It is through truth in advertising and truth telling in personal salesmanship and by both action and precept that we have instilled into the minds and hearts of the buyers the fact that our advertising is truthful and dependable.

We have learned to think more of to-morrow's satisfaction in service—rather than to-day's satisfaction in mere sales.

We have achieved better advertising and we have become better merchants through closer coöperation, striving for better craftsmanship, broader genius, bigger motives for a practical, workable, enforceable, definition of professional ethics, and for a higher conception of advertising as an educational force.

We know advertising sells goods, buys good will, lowers distribution and production costs. As merchants of a particular city, we desire to create in the minds and hearts of the buyers in our community the knowledge that the business men of the town as a whole are standing together. By coöperative advertising we not only increase retail sales on special sales days, but by the cumulative advertising thus gained, show a marked increase in the volume of sales for the entire month.

A survey was made of the towns of the Wabash Valley as to the business conditions for the months of January, February, and March, 1921, as compared with the corresponding months in 1920.

This survey will show that towns employing the coöperative or Neosho Plan for six months, or more, show an increase in the volume of retail sales, averaging 17 per cent.

In every town employing coöperative advertising there has been a revival among the merchants, a more friendly spirit prevails, and they have become coöperators with their fellow merchants—colleagues instead of competitors.

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The statistical tabulations which follow are significant:

WHERE THE NEOSHO PLAN WAS USED

	Increase Per Cent.	Payroll Decrease Per Cent.	Farming Population
Spencer, Ind.	21		4,000
Robinson, Ill.	1 $\frac{1}{2}$	12 $\frac{3}{8}$	6,000
Tuscola, Ill.	22		5,300
Marshall, Ill.	10		3,000
Princeton, Ind.	12	65	7,000
Brazil, Ind.	16 $\frac{1}{10}$	55	11,000
Clinton, Ind.	24 $\frac{3}{10}$	52	14,000

WHERE THE NEOSHO PLAN IS NOT IN USE

	Decrease Per Cent.	Payroll De- crease Per Cent.	Population
Hoopston, Ill.	24	45	7,000
Attica, Ind.	20	75	4,000
Danville, Ill.	47	Wholesale	45,000
Greencastle, Ind.	15	Normal	6,000
Crawfordsville, Ind.	10	50	12,500

COMPARATIVE SALES RECORDS IN "NEOSHO PLAN" TOWN IN AVERAGE WABASH VALLEY TOWN*

Clothing Store Sales Day	\$1,552
Sales on same day previous week	217
Dry Goods & Ladies' Ready-to-Wear	1,277
Sales on same day previous week	683
Hardware & Furniture Sales Day	1,109
Sales on same day previous week	529

ADVERTISING MUST DISPEL LATIN-AMERICAN RESISTANCE

BY JAMES CARSON

President, Pan-American Advertising Association

THERE was a time during the war when we were universally loved and acclaimed. The cynics in the old and the new world

*Gross sales on a "Neosho" sales day, as compared with the same day of the previous week, and before the announcement of the special sales day had been made.

finally became convinced that we entered the war to save the world from imperialism. Advertising in the shape of dignified publicity brought about this change. You remember how firm after firm devoted space to the story, not of their individual products, but of their country—America's story, America's aims.

But now it seems we are about to enter on a new war, when commercial supremacy in world markets rather than political dominance will be the goal. The first thing we must do is to put the American business man right before the world. To-day he is suffering from a combination of circumstances over which he has no control. As a result the American is unjustly unpopular in many parts of the world. This is particularly the case to-day throughout Latin America.

Those who have known Latin America through long residence, close study, or extended commercial relations therein, have always been aware of the pernicious propaganda waged by European trade rivals for the past twenty years to discredit the American business man, his standards of ethics, and the quality of his goods. The war partly erased this unfairly painted picture of an arbitrary, materialistic, dollar-chasing Yankee whose sole aim was immediate profits. But present economic conditions have caused a dangerous relapse. The very abnormal premium on the American dollar has not only permitted our European competitors to underquote us, but it has set in motion the underground campaign of misrepresentation in the effort to discredit the character and motives of the United States business man.

Before the war, it was the bogey of "Imperialism," sharp business practices, and inferior goods which some of our unscrupulous European competitors falsely flashed and made stick through constant reiteration. Now, these same detractors, taking advantage of the lack of knowledge of the fundamentals of economics on the part of the average Latin-American business man, use specious arguments to show that the United States has taken selfish advantage of the position into which it was thrust by the World War and cornered the gold supply, and thus by inference make it appear that the United States is responsible for most of the economic chaos from which Latin Americans and all others are suffering.

It does not take an exceptionally vivid imagination to picture what will happen in the next ten years in Latin America. The war has focused the attention of the world on these vast, rich, and undeveloped territories. Latin America is at base agricultural. As soon as the gates in Europe are let down, thousands of immigrants will enter the countries of that region. Great expanses will be cleared, the soil will be tilled to produce food-stuffs and raw materials for Europe and the United States. Railways will be built, and the incidental trade in fabricated articles which will follow all this activity will be gigantic. If we lay the proper foundation now and hold what we have won, we will be in a position to get our share of this new business; for, after all, our attention should be centered not so much on fighting our rivals there as on developing the potential markets.

The tools in foreign trade are men, ships, banks, foreign investments, and advertising. The war filled this chest for us, but as yet we excel in the handling of but one of these instruments—that of advertising. Our dexterity with this one far exceeds that possessed by any of our rivals. Why not use it to the fullest in our foreign trade efforts and thus usher in this new stage in the evolution of advertising as a merchandising aid? Let us try it out fully in Latin America and thus blaze the trail for the coming era of international advertising.

MOTION PICTURES AS A FACTOR IN EDUCATION

BY JOHN E. MILLES

Director of Factory Management, Babson Institute

UNTIL comparatively recently motion pictures have been important only in the graded and high schools, but now colleges and technical schools are beginning to equip themselves with motion picture projection apparatus because of a growing realization of the value of this medium of instruction.

Most manufacturers owning motion picture films are glad to loan them free to any school that wishes to secure them. In this way, the manufacturer gets his advertising, and the school gets its instruction value. But many pictures purporting to be industrial films are hopelessly impossible from an educational viewpoint. The instructive value of films is coming to be so

generally recognized that a distributor with a competent organization, able to supply properly indexed films at a reasonable cost to the user, will perform a valuable service, satisfying a real demand.

Every school receiving pictures owes a certain duty to the owner of the film who sends it in good faith. The school is obligated by its acceptance of the loan to show the picture before a reasonably large audience. We square ourselves with the latter by opening our hall to the residents of the town in which the school is located. They are welcome to come, without charge, to any of our projections. During the review, the instructor is present both to select the proper pictures for presentation to the student body, and to gain a forehanded knowledge of the points covered in the picture.

In order to be of real value, a picture must be more than a straight industrial. It does seem reasonable to suppose that unless an advertiser is willing to do a good job, he had better not use this medium at all. Its make-up is quite important.

It is equally necessary that the photography itself be reasonably clear. There is nothing more distracting than a poorly lighted picture. This may seem petty, but the point has to do with certain psychological factors which form the basis of part of the utility value of the picture.

Another point which must be carefully observed is that of completeness. As little as possible should be left to the imagination. Part of the purpose of the teacher is to develop imagination, and this development ought to begin where the picture leaves off. If there is anything lacking, the work of the instructor is increased and the film loses in value accordingly.

Thorough observance of these three points calls for a high degree of skill in the producer and close coöperation on the part of the manufacturer. Perhaps, in some cases, it is impossible because of physical handicaps which cannot be overcome.

Even in the cases where sketches are not absolutely necessary, it is desirable to use them wherever possible, for the simple reason that they present a visual as well as an auditory perception. Both of these together make a much stronger impression than either one by itself. The consequence is that the student is more firmly grounded in the subject.

As a check on the work of the instructor it is always neces-

sary to supplement lecture work by laboratory practice. As above stated, it is impossible for the technical school to equip itself with as much special apparatus as is desirable. Practice in the application of mechanical principles is the first essential, but a ready supplement is found by viewing the equipment in use by manufacturers through the medium of the motion pictures supplied by them. Even the non-technical person, the casual observer, the person who knows nothing of manufacturing practice, is interested in seeing machinery in operation. It has a strange fascination.

The engineering or business school has for its prime job, in the last analysis, the development of imagination. From our experience with both methods, that is, lectures and sketches compared with lectures and motion pictures and sketches we have found that the creative instinct in students is stimulated to a remarkable degree by the examination of motion pictures. Students apparently uninterested beyond a normal degree become enthusiastic and imbued with all sorts of plans for variation and improvement.

The average student is working with a sincere desire to acquire knowledge and develop ability. However, he does not place a sufficient value upon the necessity of conserving time and energy and is apt to be somewhat careless in his methods. It is necessary to keep his interest keyed up along the lines of the general purpose which he is trying to accomplish.

All good things are limited in some way or another. The use of motion pictures can be injured by too long sessions. The fatigue point must not be passed.

In the development of factory management principles, industrial movies serve a decidedly useful purpose in broadening the student's viewpoint. A number of manufacturing companies producing the same article are found to employ different methods of operation. A comparison of these is invaluable, both from the point of view of selecting the best methods for the purpose of improvement and also the development and final clinching, by way of actual illustration, of the principles taught.

General views of a manufacturing department serve as illustrations of routing principles. They can be used to demonstrate the necessity of saving handling time and the relation which machine location has to this principle. Building con-

struction features can be pointed out. Working conditions for labor are illustrated not only by views of plant layout, with lighting, bench, and machine arrangement, but also by the several personnel activities which are well developed through pictures made specifically for that purpose.

Animated drawings showing efficiency methods in operation in road-building practice give the principles of management and engineering involved so clearly as to make impossible any competition, between this and blackboard sketches. Gasoline-engine construction and lubrication are popular subjects. The old counterweight principle is quite clearly shown in application on the crank shaft of a popular automobile. Another picture demonstrates very clearly indeed the method employed in lubricating connecting rod bearings.

Pictures are available which show the use of dies in press work. These cover the whole range from a single action press, using a simple set of dies, to a specially constructed triple action press using compound dies.

It might be asked, who is going to pay for the development of motion pictures of sufficiently high merit to serve the purpose of the technical school? Is the advertising or publicity secured from such pictures sufficient to warrant development along the existing lines? At the present time, a producer of any commodity, desiring to utilize the motion-picture method for presenting his arguments, seems to concentrate his aims on the securing of theatrical or semi-theatrical circulation. This is all very well, but when a manufacturer has some engineering device to sell, something in the way of factory equipment, then he can secure no better circulation than among the higher schools of the country. In the technical or business school he finds an extremely high percentage of actual prospects.

INTERLOCKING ADVERTISING FORCES FOR EXTENDING THE INFLUENCE OF THE CHURCH

BY W. N. BAYLESS

The Powers-House Co., Cleveland

NO MATTER what his individual faith, nearly every person admits that the advancement of church movements broadens

the general view and outlook of life, deepens our spirituality and our morality, and strengthens the rock-rib foundation upon which the whole structure is built and without which that entire structure would crumble about our ears like a house of cards.

To further the movement, the Reisner Plan of national church advertising offers an operating program of deep significance. The method as thus far completed incorporates the following steps:

First, to inaugurate a series of church advertising meetings in local advertising clubs, generally under the chairmanship of some local layman who is interested in church advertising, inviting some national speaker to come and present the advertising idea to the churches, inviting all the ministers in the city irrespective of denomination, then crystallizing the group decision in a program of advertising for the local churches.

Advertising clubs over the country would have the opportunity to stage these church advertising meetings, previously supplied with a program of advertising, made up in advance, elastic enough to meet the various local needs of the churches.

Second, the Poster Advertising Association has offered to make several stock designs of church posters, strong, powerful, convincing designs, and to sell those through the Church Department to the churches throughout the country, leaving room for the church's own imprint.

The advertising agents would be the next step. Big advertising agencies, high-priced copy men, are needed to produce real church advertising, some real newspaper advertisements, some of the calibre of the Interchurch World Movement, some that have drive and push and power

The next step would be the newspapers themselves, and then the religious press. Amalgamation of the Religious Press Department with the Church Advertising Department is possible, and we want the Religious Press to give us a page or half page once a month for disseminating information, advertising plans, novel advertising features that have been used successfully by other churches. In this way, we would have a broad educational movement in the Religious Press that would reach these churches and would be one more step in the general summing up of this entire plan.

This big plan would also incorporate a clearing-house of church advertising information in the Church Department. In other words, all of the best plans, the most successful plans, would be brought together in this central office, and there, by a series of bulletins and other means, the information would be issued to the various churches. It would be a coöperative plan, to show churches in every part of the country how they could link up to this big force of advertising and sell the church to the people of the entire nation.

If the church is to endure, its efforts must not only reach upward to conserve those within the fold, but it must reach outward to the man beyond the pale.

NATIONAL ADVANTAGES OF A MERCHANT MARINE

HON. WESLEY L. JONES

United States Senator from Washington

Good times in this country depend largely upon our foreign trade. So long as we produce a surplus this will be so. If we must depend upon the shipping of other nations and especially of our competitors for the transportation of this surplus, we are at their mercy. The success of the farmer, the manufacturer, and in fact of all producers rests in their hands. If we cease to produce a surplus, if we reach the time when we must bring from other countries the things required for our own wants, we are then even more at the mercy of other people if we do not have facilities to transport these things.

Surely we have not so soon forgotten the plight we were in when the World War broke out. We were then dependent upon foreign shipping to get the things we needed from abroad and to market our surplus. Boasting of our freedom, of our independence, and of our power, we were wholly dependent upon, and our prosperity was wholly dependent upon, the nations whose ships sailed the sea. We were at peace with them. They aided us all they could because they needed our products. How much more disastrous it would have been if we had been at war with them.

A nation like ours without a merchant marine is an industrial vassal in peace and a helpless combatant in war.

On the Pacific and in the Far East is a fertile field for the development of our commerce and our shipping. A short time ago several of our army officers were going across the Pacific to their various stations. They discussed shipping. Every one took the position that we could not establish a merchant marine. All agreed that the British had the experience, the training, and the facilities, and that they could do the ocean-carrying cheaper than we can and therefore we should not contest with them to do it.

Our papers almost daily run great headlines charging wastefulness, inefficiency, and graft in the operation of the Shipping Board. The laying up of ships is made a feature and the loss in the operation of our shipping is pointed to as an evidence of our inefficiency. This tends only to discourage and dishearten our people. The Government is laying up ships, but why are we not told that private owners and operators are laying up ships, too? Our ships are running at a loss, so private ship-owners are running at a loss. Nor are we the only people whose ships are being laid up. I am reliably informed that hundreds of British ships are also laid up. Shipping is not the only industry that is in a bad way. All our industries are more or less affected.

A great legislator, moved with indignation at the apparent incompetency of the men of the Shipping Board, declared a short time ago, in substance, that not another dollar would be taken out of the Treasury with his consent to run our fleet and that the board must depend on receipts from operations and sales of ships. That will be cheering news to our competitors. No more deadly blow could be struck at our merchant marine than to follow such a course.

Before the war only 8 or 9 per cent. of our foreign commerce was carried in American ships. To-day we are carrying about 40 per cent., or nearly half, in American ships. This is worth much.

The Merchant Marine Act of 1920 amply provides for the conduct of a governmental agency upon a purely business basis. The Shipping Board has been given authority to do whatever is necessary to conduct our maritime affairs so that ultimately we will have a permanent, adequate American merchant marine in private ownership.

Advertising is one of the most potent elements in the successful conduct of modern American business. I do not desire to say what the Shipping Board should or should not do in the administration of the duties devolving upon it, but in view of the fact that all great modern business enterprises are economically and wisely promoted in their efforts by proper and legitimate American advertising, it seems to me that the Shipping Board should give the most careful consideration to the question of advertising our shipping facilities and the advantage of using American ships.

This should be done not only in connection with the sale of vessels and other properties but with the upbuilding of services and the development of freight and passenger business. No great business is carried on successfully to-day without advertising. The people should be fully advised of our shipping facilities, the advantages to come to the country and our trade by the establishment of trade routes and by patronizing American ships. This can be done most effectively by proper advertising.

EXTENDING CHURCH CONTACT BY WIRELESS

BY REV. HUBERT COWLEY-CARROLL

Rector, Trinity Episcopal Church, Hamilton, O.

MODERN invention and the application of inventive genius have so progressed that I have succeeded in "extending the kingdom of God by means of the Wireless Telephone." From our experience in the Trinity Episcopal Church, I should say that the Church need never fear the competition of modern inventions so long as the churches have a vital message responsive to the needs of men, and present that message in a vital way. The automobile will bring people to Church, not from it, and the motion picture theatre will offer no superior attraction.

Mechanically, we have found it possible to equip any building with a radiophone sending apparatus and aerial so that telephone transmitters can be placed where music and speaking are to take place. The sound waves can then be sent without wires over a radius of from 20 to 2,000 miles, or more. These waves can be received by any person possessing a receiving set, and the waves can be amplified, so that individual telephone receivers

are unnecessary, and every one in a room can hear. Opera music, phonograph records, announcement of games and boxing matches as well as Church Services are being regularly sent and received throughout the country. Calvary Episcopal Church, Pittsburgh, has wirelessly services as far away as Warren, Arizona, 1,600 miles. Our own sending from Trinity is on a more modest scale, the radius being now under 900 miles.

Ordinary telephone transmitters with large horns are mounted in the proper acoustical point in the chancel to receive the organ music and singing—and this is a matter of long, patient experiment and the burning of much midnight electricity. A transmitter is placed in the pulpit to receive the sermon, one is placed at the lectern for the reading of the Bible, and one at the rector's desk for the prayers. These, like the transmitters of land telephones, are connected by a pair of wires, leased from the telephone company, running from the church to the radio station a mile and a quarter away, when it is sent out over their aerial.

Any Boy Scout in the vicinity can rig up a receiving set at the cost of a few dollars and "get" the whole service without going to church, which, incidentally, might seem to be poor advertising! Larger stations can receive the service more clearly and from a greater distance and can so amplify the sound that every one in a large room or hall can hear. Of course the greater the distance from the place where it is sent and the larger the room in which it is to be received, the more will be the cost of the apparatus.

Sick persons have been enabled to enjoy the services of their church at their bedsides. Furthermore, at so short a distance from the transmitting station no aerial is necessary for receiving. An inexpensive, portable receiving set is all that is required. One wire can be attached to the bed-spring, or to a window screen, or a loop of wire thrown out of the window, and the other attached to a radiator or water-pipe! Indeed, at the distance of a few squares the waves can be "picked up" by induction without any connecting wires.

It is difficult to prognosticate the value and scope of the radiophone in the three fields of church advertising I have indicated. The mere announcement that we are sending out our services by radio, or that, for instance, the services of Calvary

Church, Pittsburgh, would be heard in our church on a given Sunday, would do more to advertise us than anything else, and certainly would draw the crowd; while the merest hint that the results of a distant ball game or boxing match would be received in the adjacent parish house would produce results which I hesitate even to imagine.

Certainly the influence of Trinity Church is spread beyond its own walls by this latest development of science. The sick and shut-in are no longer excluded from participating with their friends in the worship of the Church, and that when most they need its ministrations and comfort. A church without a pastor will soon be able to "borrow" the music and sermon of its neighbor, and its people will be able to worship without interruption. Small, isolated communities unable to command the services of a clergyman can "receive" the sermons of the country's greatest preachers, as well as the music of the best choirs and musicians of the world. And those who are unable to come to church will still be reached, for the radiophone has fulfilled the Psalmist's words: "Their sound went out into all the earth, and their words unto the ends of the world."

II

ADVERTISING AND PROGRESS

Our national economic problems hinge on continued employment, necessitating 20 to 25 per cent. exportation of national products—How advertising can develop national consciousness—What the consumer asks of advertising—Speakers at convention general sessions stress obligations advertising should shoulder.

BUILDING HOME TRADE ON WORLD MARKETS

BY HON. WALTER E. EDGE

United States Senator from New Jersey

WITH the war successfully fought—something happened. We had wonderful opportunities throughout the world, but failed to take advantage of them. There seemed to be a hesitation. We floundered about; and the process of deflation has been a painful and to a great extent a most unsatisfactory process. I am afraid we have to a great extent forgotten the lessons of the war, forgotten the sacrifice of the war, and as a result certainly are not working together trying to solve the important problems of peace as we did work together in successfully solving the problems of war. It is a situation demanding the vigorous resourcefulness of advertising.

Why is it necessary to try to develop world's markets? Why can't we go along and be prosperous as we were before the war, mainly consuming our own products?

We built a merchant marine. The American people hear it talked about and discussed and that the American flag will fly on the seven seas of the world, but it can be a national asset

only if it carries the goods of American producers to all the countries of the world.

One of our greatest problems in bringing back that prosperity which radiates happiness throughout the country, employs men, is to find a market abroad and confidence at home. The railroad problem is very acute; unemployment is very acute; the merchant marine without cargoes—very acute. But all these difficulties, important as they are, are more or less like getting at the superstructure of a building and not going down to the foundations. It is something like a severe organic illness for which a physician gives a very powerful drug, but the patient is only temporarily relieved. The root of the evil in this country to-day preventing enterprise, energy, and the display of the usual ability of the American business man and the American business woman, is the present system of revenues or taxation.

To-day, with the excess profit taxes and with sur-taxes reaching a maximum of 70 per cent., how can you expect new things to be undertaken? People, no matter how patriotic they are, will not work entirely for the Government, and until we revise that whole taxation system, making it more equitable, inducing men to go ahead as they went ahead in times before the war; until that time we won't solve this great problem of lack of confidence at home.

The railroad situation will be solved when there are goods to transport. The merchant marine situation, to an extent, will be solved when there are goods to take across the seas. Unemployment, to a great extent, will be solved when there is a market abroad and there is more confidence in the development of a naturally enlarged market at home. You must get down to the foundation, revise the revenue and taxation system, or we are not going to have that degree of prosperity we are all hoping for.

A market abroad—it is there. There isn't any difficulty at all about selling our goods abroad, except a condition of credit. All the countries of the world, practically, want American goods to-day at fair market prices.

The advertising man comes in right in that position, to help stimulate that trade abroad, and the advertising man will be most important in helping to solve one of our big economic

troubles to-day, and the foundation of all of it, a lack of market, by helping to stimulate the possibilities of our trade abroad.

In advertising in the newspapers and magazines throughout the land, a note of optimism will help. The buying, the purchasing power of this country hasn't greatly changed. True, we are trying to come down from a standard of inflated values to a normal value, but actually the purchasing and buying power is only slightly different. The American people are not different from any others in that regard, and they must be told and retold and continually told that conditions are good before they actually realize or believe it. They go about now perhaps each one more or less sympathizing with the other—"business is rotten," they say, and that doesn't help make business good. So it requires the optimistic advertising man to a great extent to put that note out continually and make the public feel that if it will brace up a bit, business will be normal in a very short time. Advertising men, in their constant message to millions of people, have in their hands great power to help us solve these problems. Congress owes it, of course, to the business man of the country, to give out a positive policy, a definite policy, so they will not fear over-regulation or what has been sometimes considered almost confiscation.

The Government cannot successfully administer or run business. The Government can stabilize, it can stimulate, it can protect. Its inherent responsibility is the protection of its people. But to strangle business by too much regulation is one of the reasons to-day that this process of deflation has been so slow. The public is waiting to know just how far it is going to be permitted to go on if it does start again in enterprise and energy.

The time has come when perhaps it will be well for us to go back and believe that people are honest until proved otherwise at least. To-day we seem to proceed on the theory that business men cannot be honest and that there must be a continual club over them. The average American business man to-day, if given a fairly free hand, will solve the problem that Congress will never solve unless the business man is prepared to co-operate in that way with them.

Senators seem prepared to let the business men of the country

have an opportunity to see if they cannot help solve the problem, and it gives us a bright outlook, especially the men in the advertising business, for the future, if that will be the determined policy.

In my own state, a manufacturer of farm machinery who employs three or four hundred hands said he had a \$250,000 order from Roumania for his products. He said, "I cannot ship the products. I would like to take the order, for my factory is only working half time, but I cannot finance it. I cannot go to a local bank and finance it, of course, because they cannot give the credit under the law. But if some of those banks were operating in this connection so I could take the Roumanian securities"—and they have securities; not all the countries have gone bankrupt on the other side—"and put them in those banks, I could sell \$250,000 of my product and employ men in order to produce the product."

That is simply the proposition of international banking. Those men in America who have studied the situation realize that we never will be prosperous and happy again until we are able to sell from 20 to 25 per cent. of the products of this country outside of the limits of the country, because to be prosperous and happy you must employ.

Every problem we have can be solved only by men and women working. People are always happy when they are busy, and people cannot be employed until the employer sees a chance to make money. We have not reached the millennium when we are going to serve the Government unless at the same time we can serve ourselves. The Government and the producer must realize and recognize it, and the advertising man, in the markets of the world, must continually pound at us. We in Congress will try to help furnish the credit, just as you did back in the days of the war, when every one of you was a part of the enterprise and the movements of the time, serving your country. You may not have been in the Army, but you were connected with drives of this kind and that kind, selling Liberty Bonds, meeting the various calls of the Government.

We in Congress recognize what the answer is, realize that we will never be happy again until we all go to work, what is necessary to put us to work, what we must do to give to business a definite and sane policy. It is up to advertising men and all

other citizens to enlist again as in 1918 in the common good of our common country.

FIGURATIVELY SPEAKING—AMERICA'S FUTURE

BY ARCHER WALL DOUGLAS

Vice-President, Simmons Hardware Co., St. Louis

ADVERTISING confronts large tasks for the future, more closely knitting city and country, building a stronger national consciousness, unifying the American spirit to appreciate American enterprise, and making that enterprise more dynamic.

In the city, there is more business than in the country. The buying power of the people in the cities has not been so much curtailed that they cannot spend money for things they do not need. In Sioux City recently there was an auction sale of jewels and the doors had to be shut to keep the crowd from wrecking the place, and most of the buyers were women.

In the cities, in industrial life, things are mighty slow. We may as well face the facts. It is said of George Washington that one of his great qualities was that he always looked facts squarely in the face. Industry everywhere is running at a reduced rate. There is much unemployment and, curiously enough, savings bank deposits are going up.

Out in the countryside, the farmer is doing real, genuine, actual economizing. He is not buying anything unnecessary. It is wonderful under those conditions how much business really comes in from the country, for the farmer has nothing whatever to say as to the price he gets for his products. This is determined for him by competition which is local, nationwide, and world-wide.

Out in the sagebrush deserts of eastern Washington and Oregon and Idaho they raise apples. They ship those apples two thousand miles to the nearest market. They are packed a hundred to the box, and they are perfect. They are advertised all over the world, and they are sold in every big city in the United States that has just as good apples as those of Oregon and Washington, but the home people in Massachusetts, in Missouri, in Arkansas, haven't learned the value of specialization in production and distribution through advertising.

There ought to be more building. There will be more when the prices of material and labor come down, and fortunately those two things are coming to pass.

What constructive part is advertising to take in this?

Is it not true that advertising has devoted itself too much to the smaller things? Has not the stress been placed on the repetition of some happy phrase, some catch word? Is there not coming a broader field than that?

What does a great house or a great salesman sell? Not the product or the thing itself. The salesman sells his personality, then the personality of the house. Advertising can add that to the other great things of enduring moment it is doing.

Suppose you want to advertise a city. It is not a statistical story—bank deposits, packing houses, stores. Such statistics are confusing. Many big towns have those things, and they are not great cities. You say New York is a great city because it has a great harbor. Other cities have harbors greater than that of New York which are not great cities. What makes New York is the splendid institutions, the atmosphere of the place, the poetry, the theatres, the music, the great museums, even the flim-flams and cabarets and the Great White Way.

Here are two other simple, very elemental, homely illustrations: Kansas City and Wichita. Kansas City was built on nothing and "got away with it." Wichita was once a joke, a shallow joke of the comic stage along with Kalamazoo, Ypsilanti, and Oshkosh. What is Wichita now? It is a beautiful city, filled with civic pride. That is the beginning of the whole proposition, the saving grace of the situation. It is a city of great streets, has all sorts of institutions, a city of homes and schools and colleges, a city where the people pull together in all sorts of team work.

Speaking of my own St. Louis, I would not talk about its industrial situation, great as it is. I would tell about it as a city of homes, more so than any other city in the United States. But it is a city where we have an open-air Metropolitan Opera. Ten thousand people gather there at night under the stars to hear this beautiful music at bargain prices. The spirit is growing in St. Louis that the real thing a city exists for, and the only thing, is the wealth, prosperity, health, and happiness of its people.

Advertising can tell us something about the great spirit of the great sections of this United States. We don't know each other well enough. How many are living in the East who have not seen the West; and people in the West and East who have not seen the South—what do they think of the South?

Consider the West. Describe the spirit of the West. Not the "wild and woolly," not the old story that used to ask, "What is the matter with Kansas?" There is only one answer now: "She is all right!" and she did it in twenty-five years. That is the spirit of the West. It is the spirit that comes from the surroundings, the great sweeping plains, swept by the endless winds from the far-distant Rockies, where men's minds are as broad as the horizon.

Consider the story of the South, as few people understand it. Think how it came through a war that stripped it of everything that it had! Tell how it came through reconstruction. Tell how it has come unto itself in all these years; how it has bent its back with the burden; how it has been broken a dozen times by low-priced cotton and has come back; of its incredible wealth which few people realize. Do you know that it raises 25 per cent. of all the winter wheat raised and 35 per cent. of all the corn raised, that it is the one place in the world that will be the world's supply of cotton for all time to come? Cotton may be its trouble, but it will also be its greatest resource. Think of the great riches in the Birmingham District of iron and lime and coal in such measure and proximity as are not known elsewhere in all the world.

The spirit of the South is in the fiber of the people who have lived through those things, and who have realized, as the world should realize, that the South is the land of opportunity.

It is one of the greatest obligations facing advertising, that it shall inform, inspire, and make active to Americans the spirit and personality of America.

ADVERTISING—THE STAR BOARDER

BY MRS. CHRISTINE FREDERICK

IN THE recent great battle of the buyers *versus* the sellers the winning of that intense struggle by the buyers radically

changed the map of economic affairs. It changed a comfortable seller's market into a lively buyer's market; and that condition is here to stay for some time. If I had my way, there would be a new triumphal arch on Fifth Avenue. It would be a handsome one, paid for by a penny from every one of the twenty million housewives of the United States. It would be called the Arc de Triomphe of the Consumer, and would celebrate the victory of the American buying public, the greatest economic victory that the despised, downtrodden consumer has ever achieved.

When the war ended and prices soared more madly than ever, and especially when we saw both labor and capital making an unholy lot of money as compared with our middle-class slower and smaller incomes, our fighting blood was aroused. We, the consumer, began to "do things." Knowing buying and selling, trade and distribution, the American housewife has performed, in my opinion, a tremendously wise and vital general economic service.

The consumer went on a gigantic strike and won hands down. You cannot sell when people won't buy, and we all had desperately resolved not to buy at such prices even if we could, and many of us could not even if we wished to.

As a Consumer Expert, I believe, the first thing an advertising man must do is to put himself in the mind of the woman who comes to buy. My interest is naturally with the family buyer. I wish to see some definite steps forward, a better understanding of the consumer attitude, and of course, as I have agitated for a long time, I wish to see also a better grasp, among consumers, of advertising distribution.

Since price was a vital factor in bringing about the present situation, *we consumers have a right to expect the manufacturers of dependable articles to go in more strongly for broadcast selling, for quantity manufacture, large turnover and small profit.* From the consumer's point of view Henry Ford's economics are right, because he is constantly enlarging his sale and reducing his price. If you wish to win you will need to make it perfectly obvious that low prices are made possible by quantity selling and that the modern distribution methods, which include advertising, are all in the consumer's interest.

We consumers ask for better advertising. Ten or twelve years

ago, practically the only way to advertise tires, tooth powder, razors, or cigarettes was to allow a pretty girl to sit in the tire or smoke the cigarette or hug the article to her not-over-clothed person. But I am convinced that the same firms which periodically used the pretty girl are now turning to straight "reason why" copy.

As a woman customer, I am frank to say that it is men and not women who are appealed to by the pretty girl in our current advertisements. Do women admire the type of girl usually depicted in advertising? I answer that there is no antagonism so pronounced as the antagonism of the great average common sense type of woman for the artificial doll type. If women were so inordinately fond of gazing at female beauty as the advertising artist would have us believe, you would find that every American housekeeper would subscribe to the *Police Gazette* along with her copy of the *Ladies' Home Journal*.

Judging from the creations which he turns out, I infer that the average advertising artist's habitat is bounded on the north by Midnight Follies, on the south by Greenwich Village, on the west by the Russian Ballet, and blocked on the east by the late Anthony Comstock! No advertising artist seems to have a wife who does her own housework, never had a mother, and of course never saw a grandmother.

The type which he portrays so glibly, the eyebrow-shaved, massaged, short-skirted doll of anemic New York life, is a parasite, an oddity to the total population of the United States. This kind of girl does not exist in Goshen, Ind., or Paris, Ky., yet it is consumers in these gas-lighted towns who buy the advertised washing machines, breakfast foods, and 2.75 per cent. silk hosiery.

The picture of the girl with high heels and frilly apron and wrist watch who is supposed to be doing a large washing represents what I call an "advertising anacronism." Imagine Hamlet wearing a business suit and riding a bicycle, or the lovely Marguerite wearing a middy blouse and running a sewing machine instead of a spinning wheel!

Yet our advertising artists are so obsessed by the "complex of the pretty girl" that they dress her like a New York fashion mannikin, whether she is advertising "Full-o-Pep" poultry

food, or running the E-Z washing machine in copy carried in the great corn belt.

The American woman, thanks to various aids of education, is developing more taste and sense of aristocratic proportion. She resents the idea of promiscuously using women as bait, because she sees the all-too-obvious puppet show behind.

The fact that 98 per cent. of all women are now doing their household work creates an unusual opportunity for the advertising of all utilities for the home. Gone is the disappearing Lizzy, and her place is taken by the vacuum cleaner, the fireless cooker, and the washing machine.

But remember that the average woman does not understand machinery any more than she understands her husband or her watch. She does not care to read your advertisement announcing that the cylinder is shaft driven or the body made of 26-gauge steel. She wants to know how many sheets it will wash, or how long it will take to cook a seven-pound roast.

Then, there should be a campaign to educate the consumer to appreciate sound advertising. Here, for example, a woman goes marketing and finds that bacon costs fifty-four cents a pound. Her grocery clerk tells her that flour is \$20 a barrel. She has to pay \$5 for a new kitchen chair and \$4 for her baby's underwear. That same day she picks up a magazine containing a full-spread advertisement about the bacon or the shirt. Then somebody tells her that such an advertisement costs \$7,000 and that it is a common thing for advertisers to spend millions on their campaigns. Does that housekeeper "see red"? She at once believes she sees a connection between advertising and the high cost of every purchase.

So, the housekeeper has already formed the opinion that advertised products cost more and that she is the "goat" who pays for the additional advertising tax.

There is among the plain housekeepers and the public generally a dangerous tendency to lay the little orphan H. C. of L. on the doorstep of advertising.

What is the economic function of advertising from the consumer's angle? I have read a great deal of speech and theory but you cannot get the masses to achieve understanding through abstractions. Napoleon said that an army travels on its stomach, and similarly the average woman travels on her

market basket, or sees things only from the practical point of view. The two practical functions of advertising are (1) to establish standards of buying; (2) to reduce the cost of selling; and by both of these means to help the consumer obtain products with the least waste of money and at the lowest price.

It is often said and believed that trade-marked, advertised goods are inferior to unnamed bulk goods. I agree that there are many poor-quality trade-marked articles, but the very fact that they bear a recognized symbol enables me to refuse to buy them. From the consumer point of view, a trade-mark is a *guide against inferiority as well as a sign-post for quality*. In either case, it establishes standards.

The more advertising I read about baked beans, the more careful I am to test all brands before making extended purchase. Or does any one suppose that because I read four different advertisements of four different kinds of hosiery I shall rush out at the next corner and purchase a half dozen pairs? On the contrary, I shall be exactly four times as cautious until I decide which brand is the most onyxly, holeproofly, ever-wearingly, darningless. I will standardize my hosiery purchase on the one brand that meets my tests and then stick to it.

My fourth demand is that merchandise be built more closely to fit the needs of the consumer. Every moment a new food or a new egg-beater is born; the market is loaded with vacuum cleaners that don't vac, with dishwashers that don't wash, and with foods that don't feed. All such articles that are not of real use are a waste of man power, of capital, labor, and advertising, and I hold that advertising man guilty who handles a campaign of a product which is not of honest, efficient worth to the consumer.

Also, we ask that service be rendered with the article after its sale. No manufacturer is justified in selling an article which the consumer cannot use and get results from. I know of a New Jersey suburb where 300 electric ranges were removed from homes. They were taken out because the women and maids didn't know how to use them!

It has been said for years that we American women respond to advertisements more readily than do consumers in other parts of the world. The recent buying strike has left its mark, and we will probably be more cautious and critical than ever

before. But this consumer victory has made us more intelligent buyers than in the past, and the manufacturer of a truly necessary and serviceable article who has good advertising and sales vision will have a better chance than ever before to gain the consumer's confidence, and assist her toward still higher standards in her home life.

WHAT INTERESTS THE MOTOR CAR BUYER?

BY JOHN C. LONG

National Automobile Chamber of Commerce

THEORY is not enough in determining why sales are made. Besides, sales points are constructed from the manufacturer's side. In reality, the buying points constitute consumer demand, and with this thought in mind the National Automobile Chamber of Commerce recently conducted a survey which developed remarkably interesting disclosures.

Our industry's advertising had emphasized the Country Club appeal, the bathing girl and swank of various sorts, but the question arose, Is that what the automobile buyer wants?

Twenty thousand questionnaires to car owners in all parts of the United States asked them to state what factors influenced them in the purchase of a car, and to give them in the order of preference, and returns gave endurance first consideration, economy of operation second, comfort third, and pride fourth, with the fancy trimmings and speed in last places.

Returns from twenty states, covering more than thirty makes of cars, on the index basis of one hundred, give the following emphasis to the different buying points:

Endurance.....	15	Hill-climbing	7
Economy	14	Flexibility.....	6½
Comfort	9½	Endorsement of others.....	6½
Price.....	9½	Specifications	6
Appearance.....	8	Speed	5½
Service	7½	Appointments	5

This questionnaire was supplemented by two further questions: Are you interested in slogans when buying a car? and are you interested in advertising which emphasizes special features, such as a motor or springs?

Fifty-one per cent. of the voters said they were not interested in advertising slogans.

On the question of reinforced parts, only 23 per cent. were interested. Twenty-nine per cent. said they were not interested.

Although different makes of cars may call for different kinds of advertising, the farmers' market represents 60 per cent. of the total automobile sales, and there is a widening use of the automobile in business and for educational purposes. So we feel that this emphasis on durability or ability to stand up, and economy and price in relation to value, will have increasing influence, and will prove a helpful guide both for the engineer and for the advertiser.

ADVERTISING TRUTH DEPENDS ON ADVERTISING MEN

BY RICHARD H. LEE

National Vigilance Committee, Associated Advertising Clubs, New York

CORRECTING an effect is too superficial, in furthering the movement for Truth-in-Advertising, and in striving to deal with causes the National Vigilance Committee has found that the process of education insures a more satisfying and a distinctly more permanent result. We have found by experience that it is better to create a belief in the whole movement than merely to correct some particular piece of copy.

In many other ways the determination to go slowly and safely has been of great benefit. In the opinion of this committee most movements of this sort which have failed have done so because they were not understood by the public. For that reason we have never permitted the movement to get beyond the understanding of the public and the advertiser.

Legitimate advertisers for a time questioned the movement because of the fear that pointing out some one particularly flagrant misuse of advertising might destroy confidence in all. Publications were slow to accept the movement because they felt that it might destroy copy.

As the movement has advanced, the fears of legitimate lines of industry have disappeared, and they have come to be our supporters. Advertisers have felt its protective influence

and many publishers have come to know that this movement is their one hope of saving the greatest asset which any publication can have—Reader Confidence.

In this work we have developed some interesting lines of thought, chief among which perhaps comes from an analysis of advertising itself.

We think of advertising as the ability to find the truth that lies within a product and then to present that truth to the public in attractive form, and that is true. But I wonder how many advertising men let their vision pass beyond possible sales which may arise from copy to the ultimate effect of the copy.

Perhaps if there is a fault it lies with the executives who fix the position of the advertising man. It is entirely possible that they themselves do not realize the importance of his field of endeavor, but in any event it seems perfectly clear that the advertising profession will not rise to its proper level until we go beyond copy and mediums.

The establishment of a good name which will go on and on selling goods long after the printed word stops should be the aim of every advertising man worthy of the name.

What is to become of the movement for Truth-in-Advertising? Is it to continue to be an advertising movement, directed and controlled by advertising men, or is it to become a great nationwide movement for the maintenance and protection of good will? The answer lies with the advertising men of America. Just now it is theirs to direct, control, and use in the broadest sense as an aid in doing the thing they are being paid to do, but the control of any body must eventually pass into the hands of the men who support it, who understand it, and who believe in it.

I should dislike to see the day when the Vigilance Committee's efforts are directed at advertising rather than directed by advertising, when it comes to criticize publications rather than to aid and assist them. But I have seen the trend of events; I have been in a peculiarly strong position from which to visualize the future of this movement. It is the most constructive movement ever designed for the benefit of business in this country and it has but scratched the surface of its possibilities.

The Vigilance movement is bigger than any one man, any one group. Vigilance is going to grow. It has come to stay. However, the interests of the publishers of the country require that they take a more active interest.

The old methods of doing business are gone. Once traveling salesmen went floating down creeks in skiffs. They drove into the backwoods by horse and buggy. To-day the products of America are being marketed by a common salesman in advertising, the most economic means of salesmanship ever devised, and one which has reached its maximum in this country. Each advertiser pays only a part of this salesman's salary.

Confidence is the basis of every sale. If the customer does not believe what he is told, certainly no sale is possible, but if the confidence of the buying public could be doubled, sales would be made in one half the time that is now involved, the effectiveness of every sales person would be doubled without any speeding-up process.

Reader confidence is all there is to advertising. As reader confidence goes up, so do sales and the value of advertising go up. As reader confidence goes down so goes the value of advertising and so go sales.

The trouble with the country to-day is lack of confidence; to build confidence is the business of advertising.

This work has reached a point where it has justified not only its existence, but the money and effort expended in putting it forward as well. It remains now only to expand the work along the lines already established. We should have points of contact everywhere. We have undertaken to handle the whole field. We cannot in justice to ourselves do other now than handle it. The responsibility is up to advertising. The man who shirks that responsibility shirks on his own job.

The public has a right to believe the advertising that it reads. A newspaper reporter may draw upon his imagination to make a news item more interesting and he does comparatively little harm, but the advertising man who tells what is not true about the goods his boss handles, lies to make money.

Also, the advertiser has a right to have his advertising believed. What purchaser of a home in a restricted residential neighborhood would not protest loudly at the depreciation in the

value of his property if some one else purchased a parcel of land near by for some undesirable purpose?

THE LITTLE RED SCHOOLHOUSE UP TO DATE

BY CHARLES HENRY MACKINTOSH

President, A.A.C. of W.

SALES pressure is simply education. It consists entirely of the presentation of facts that inculcate, that put in the minds of people the buying idea. The buying idea begins with interest. People have said that it begins with attention, but we do not give our attention to that which does not interest us, and so, in consequence, we may jump that step of attention and come immediately to interest, because it is interest that we need in developing the buying idea.

Those of us who have tried know that after we have the interest of our prospect, if we are going to make a sale, there will come a moment of kindling when his face will light up, when his whole mannerism will slightly but perceptibly change. That moment of kindling is the moment of enthusiasm which, succeeding desire, leads directly into action.

Those who have sold know and recognize that moment of enthusiasm without which there can be no action which is the ultimate end of every sale.

And so the buying idea consists of interest developed into desire, kindled into enthusiasm and concentrated finally in action. That constitutes sales pressure.

Sales resistance is of two types. First, the logical resistance of the prospect to being sold, and secondly a resistance that many of us have overlooked, and that is the resistance of the seller to giving out the buying idea.

Resistance on the part of the potential buyer can be overcome and is overcome by sales pressure, which is simply sales and advertising as now being studied by A. A. C. of W. members in our "little red schoolhouse" of two hundred classrooms and twenty thousand students scattered all over the United States. It is the duty of the Educational Committee of the association to prepare such material as will aid those classrooms in functioning properly and advancing advertising education—increasing

the selling power, the selling force, all over the United States and the rest of the world.

Programs constitute the great and the chief problem, particularly of the small advertising club.

What can we do for those little clubs?

Our first thought has been to render available to the clubs of the association their choice, if they will make it, or the best selection we may make for them of the vast collection of effective advertising that has been gathered for the convention exhibit.

Here we have an opportunity which we must not overlook to make our association in fact what it is practically now only in name, the Associated Advertising Clubs of the *World*. Using the same media that we have used to assemble exhibits, we could create ten to fifteen clubs at least in foreign countries before we meet again in Milwaukee.

The next step unquestionably is some clear, simple form of advertising instruction. Our basis in this particular inculcation of the buying idea is primarily advertising, and so we must be able to teach our junior and our younger members and our members in smaller towns how effectively to use this tremendous force.

To that end, we are now selecting one volume, a short course in advertising, which can be cut into twelve parts, illustrated by a series of twelve graphic charts, which will make the divisions of the subject so clear and simple that when those charts are set up in front of any advertising class the substance of the book will be clear.

In the nineteen departments of the National Advertising Commission we have some fifteen operating agencies. What a wonderful thing it would be to bring together the experience of these experts and to place it in simple pamphlet or volume form at the disposal of those clubs who desire to go into the education in advertising on a wider and a more advanced and more scientific scale. That work is already under way. Some of the Departments of the Commission have already undertaken the preparation of their particular volumes.

The next point is our marketing development plan. That brings up the question of resistance again.

Advertising has already cut the cost of selling enormously, but let us continue to increase the efficiency of marketing through the agency of advertising by helping the retailer to sell.

Our first step, in this direction, is a marketing investigation to be conducted by a special Marketing Development Committee, to consist of five or more members in every club.

This committee will be charged with the function of selling the idea to the club.

We are not going to send out a questionnaire. We are going to tell the member what we want and leave it to his initiative to work out the details, because we have found that when questionnaires are sent out, people either check or cross or mark "yes" or "no", and we do not get information of real value.

After a man has made that analysis, after he has expressed interest in a certain line of merchandise, after the salesman has centered his interest upon a certain thing in that line, has made or answered objections and has shown whether he possesses the power to make companion sales, then the one who made the investigation goes back to his office and typewrites three copies of his report. One copy goes to his own Marketing Development Committee; another to the owner of the store in whose place the investigation was made, becoming immediately available to him in his constructive work in the building up of his retail selling force. The third copy comes to our International Committee, which already has between five and six thousand such reports.

We rely to a very great extent upon the coöperation of the great merchants and manufacturers of this country who are our sustaining members. Solidly to a man, wherever they have been approached, they have said, "This parallels and almost equals your Vigilance work. If you will put on this arm of your work, we are for you solidly." And there are two arms to our club movement—the Vigilance arm and the Educational arm. The two together are necessary to make a strong and complete organization.

THE SPIRIT OF THE CONVENTION

BY HERBERT S. HOUSTON

Vice-President, Doubleday, Page & Co., New York

IN THIS home city of Henry W. Grady, Atlanta, the spirit of this convention is his spirit, the spirit of his speech in the

North on the New South. He then interpreted the undying, unconquerable devotion of the South, the spirit of courage of the South, the spirit of carry on and up from the destruction and desolation of war.

It is the glory of this great Advertising Club movement that it stands for honesty in trade. Advertising is the torch of trade. We believe that it should illumine the highways of trade and commerce with the light of truth.

This morning, as the sun came up from the Near East and on across the ocean and on across this country until it went down behind the Golden Gate, did it ask the permission of any imaginary trade line it crossed for permit or passport? It shed its light abroad for all men. The Advertising Club's movement, standing for the light of truth, must be just as universal. Of course, we will have different fiscal and business practices in the various nations, but the great, dynamic power of human appeal through the printed word or the painted picture is a fundamental gift of God, and it doesn't belong to any country or any nation or any race.

We haven't been satisfied merely to have the truth emblem which we adopted shining as a star in the heavens. We were determined it should be brought into concrete commercial practice. And what have we done? With that spirit of truth, which was the spirit of Grady, we have been instrumental in putting honest advertising laws on the statute books of thirty-six states, and we are enforcing those laws not drastically or foolishly but soundly, persuasively, and justly. It is an interesting thing to tell you that we almost thought we were coming to Atlanta approximately at the same time as one Pandolfo. But we knew he wouldn't come to this meeting to-day for he will be a sojourner, we hope and believe, for ten years in the Atlanta penitentiary. There is where the courts have decreed he belongs.

We may put Pandolfos in the penitentiary in order that truth may prevail; we may have our Better Business Bureaus, and we will have them, in order that the truth emblem may be translated into concrete commercial practice; but above and beyond all these must be that great spirit of truth itself which has been our guide from the beginning and which must be our guide to the end.

ADVERTISING THE ABSTRACT

BY DR. PAUL LEINBACH

DURING the last few years the American people have contributed \$60,000,000 for an idea, for a cause, six thousand miles away. They have done it, first, because it was a good cause; secondly, because that cause was advertised, well advertised, advertised in such a way as to win the increasing confidence of the American people.

The best way to make an abstraction interesting is to make it concrete, and I speak of the Near East Relief and what it has done, because it is of vital interest to advertising men and women all over the world.

Advertising has performed a splendid service here—and the opportunity for further service continues. It requires such a persuasive force to make the American people see a condition six thousand miles away, to see something of men who are exiles from their own country, who have been driven out by deportation and are to-day gathered in refugee camps all over that part of the world, to make them see those Armenian people who were our allies in the World War, who furnished about a quarter of a million of young men who entered into the allied armies and fought bravely and heroically for the principles of justice and liberty.

I wonder how many Americans know what the Armenians did to protect the oil fields of Baku from the Germans, and how, if they had secured those oil fields, they might have managed their campaign with far greater success. I wonder how many know that General Allenby said in Cairo that we owe more to the Armenian soldiers than we can ever repay; that if it had not been for their brave fighting on the northern borders of Turkey which caused the Turks to withdraw many of their regiments from the Palestinian Campaign it would have taken him six months or a year longer probably to win Palestine, and that might have affected very materially the outcome of the war.

We had to make the American people see that the Armenians were our allies in the World War. We had to make them see, too, that they are our allies religiously and in their love of

liberty and learning. We had to make the American people see those little children, too, over in the Near East.

And then we had to make the people in America see something of the plight of those miserable women in the Near East who are still held as captives in the harems of the Moslem. How many of you who are sitting here to-day realize that there are still tens of thousands of Christian women held in pitiful bondage to alien enemies, many of whom are being tortured every day because they refuse to become Mohammedans?

That we have succeeded in some measure toward making America see and feel these things is demonstrated by the fact that the American people have sent over hundreds of workers and \$60,000,000 to minister to the surviving victims of outrage and slaughter. It could not have been done without the advertising men and women of America whose coöperation has been wonderful and glorious in this matter. In many of our states and cities, advertising clubs have given their coöperation to the fullest extent. Many of the advertising clubs have even undertaken the support of orphan children over in the Near East.

A stamp has been issued called "Stamp Out Starvation." Every one of these stamps pays for a meal for an Armenian child. The initials of Stamp Out Starvation are S. O. S.

We also have the great clothing campaigns, and it is wonderful the amount of clothing that has been sent from America within the last few years for those shivering people over in the Near East, where there is a penetrating chill even in May and in June, and sometimes in the winter months the thermometer registers thirty and forty degrees below zero.

It is a great cause, and here we can coöperate for the glory of God and the welfare of humanity, using our every resource, bringing the power of advertising to paint the picture of dire need and influence our generous people to assist in a meritorious cause.

ADVERTISING ALWAYS PROGRESSES

BY DR. EDWARD JAMES CATTELL, PHILADELPHIA

RECENT commercial conditions have created an influence which will exist for ten years. The buyers' strike has wiped out much good will, built at great expense.

But this same destructive movement has created a market for the men who can *rebuild* good will, win back old customers, create customers for new articles that are a substitute; it has created such a market, an appetite for the very service that the interests of advertising can give, as has never before existed.

A greater number of people are open to be influenced by scientifically directed effort than ever before in the United States in any period of its history. That circumstance, combined with the new, big power that is to come with our increased foreign trade, is going to create a larger number of bigger and guidable buyers than the world has ever seen.

Weighing my words, and speaking with the greatest sense of responsibility, I predict that within a year American business will have recovered its normal stride,—not the old crazy gait of war times,—but any man who has anything of value will find plenty of takers. I believe that our laboring class is to have higher wages than received in times past; but they will be wages paid for service actually rendered.

In other words, the new era is to be an era of reality—of performance rather than of promise.

When you get ten minutes beyond midnight, you are not deeper into the night, you are starting into a new day. In a country which has a normal power of producing wealth, according to my latest estimate, of over \$1,100 every second, nights and days, Sundays, holidays and all, every hour that you put off the crisis, you are building up a reserve force which, in time, must tell.

I think we have got over the dark hour. It is dark still but we are getting near the new days.

III

ADVERTISING AGENCIES AND THEIR FUNCTIONS

Only a charted course can insure full exercise of agency skill and provide satisfactory returns to the client—Modern agency functions with scientific stability—Members of American Association of Advertising Agencies hear informative talks on copy and historical background.

HOW THE ADVERTISER BENEFITS BY AGENCY RESEARCH

BY JOSEPH A. RICHARDS

President, Joseph Richards Co., Inc., New York

MUCH advertising has stumbled and fallen and been hurt in the minds of the public and of the advertiser, and of the advertising agent, by reason of the mutual failure to get at facts. Whereupon the advertiser has blamed the advertising agent and the agent the advertiser and both have been culpable. Both were really stumbling over facts they didn't see, facts that needed removing from the road and which might have been removed had an advertising agency research been in vogue.

An advertising agency research places the emphasis as between agent and advertiser on facts instead of ideas. The great abuse of the relation hitherto subsisting between advertiser and agent has been that the advertiser has insisted on ideas and the agent has done his best to create them, however unrelated they might be to the fundamental marketing of the product.

Sometimes advertising agency research will prevent advertising and a disastrous result from the expenditure of money which might be squandered in a campaign based on insufficient data concerning the product and the market. A survey conducted for the State of New York in connection with the

Saratoga Spring Water showed conclusively that certain indispensable factors could not be secured to make a successful advertising campaign.

It must be admitted that no one is so difficult to persuade to undertake research as is the seasoned advertiser. He knows his own business to his own satisfaction and, as he thinks, conducts his own research through his salesmen, and discovers his own weaknesses and corrects them. He needs no better road; he expects to proceed along the one that has made him hitherto successful.

But numberless arrogant manufacturers have fallen back in the ranks by reason of their unwillingness to learn of new and good roads. In many cases the merchant or manufacturer has been successful and seems to see no need for a research that would in any wise question that success. But, on the other hand, there is no way of knowing how much a manufacturer can do unless he digs deep for facts.

A manufacturer determined to add to his line a certain article produced and extensively advertised by only one other maker in the United States. A research was being made for this manufacturer along the line of his product. Our investigators were instructed to get from the dealers the information as to just how they would like to have that article built. The research was made, and it was possible for the client to make the article largely according to the specifications of the trade; the first announcements resulted in 1,500 inquiries, including many orders.

An advertiser, not long since, through an advertising agency research discovered that an entire industry was marketing its product as a gift proposition, specially seasonable at Christmas time, when as a matter of fact the product was a daily necessity. In other words, he discovered that he had an all-the-year-round road, good practically all the way. Similar instances could be cited almost indefinitely.

Why should not the advertiser regard a research as insurance? He pays a premium to prevent loss by fire, life, accident, and even loss from bad accounts; why should he not pay a microscopic percentage of his total advertising appropriation as a premium to insure him against wasted motion, wasted money, wasted effort, and to give him confidence in his business policies?

It should be remembered that a research is only a research when it is conducted by intelligent people with no bias and nothing to prove. No manufacturer or distributor can rely on getting all the real facts by attempting to use his salesmen for the purpose, nor the mails with his own letter-heads; nor is he likely to procure a good questionnaire without trained assistance. Again, in the conduct of such a research, experience alone can show what is likely to be an important by-product of the investigation.

HOW THE ADVERTISING AGENCY FUNCTIONS

BY CHARLES W. HOYT

President, Advertising Agencies Corporation
President, Hoyt's Service, Inc., New York

No two advertising agencies work in the same way; but all have the same problems; and twenty years or more of experience on the part of a number of agencies have tended to standardize the methods employed by them to solve these same problems. Therefore the only intelligent way to present this subject is to paint a composite picture embracing the operations of a number of agencies as they would apply to a typical account.

Let us picture an agency about to secure an account and let us, at the beginning and without explanation, consider what people will participate: (1) the Business Getter, the man who secures the business; (2) the Account Executive, the man who handles the account; (3) the Plan Board Representative, the man who will conduct the first formal conference; (4) the Service Manager, the man who will assist the account executive in handling the business; (5) the Plan Builder, the one who will build the plan following the conference; (6) the Department of Commercial Research, to find out many things outside; (7) the Art Department; (8) the Contract, or Space-buying, Department; (9) the Mechanical Department; (10) the Plan Board and its supervision. Let us also, first, before we describe the different operations, picture what would be the usual processes leading up to, and the executing of, an advertising account. First, the securing of the order; second, the plan conference; third, the building of the plan; fourth, the approval of the plan by

the Plan Board; fifth, the submission of the plan to the customer; sixth, the giving of an order to go ahead on the execution of advertising; seventh, the starting of the work by the account executive and the service manager; eighth, the copy writing; ninth, the art and the tying together of the copy and the art; tenth, the buying of space, plates, etc.

The above list may seem extremely formidable to one unacquainted with agency work, but the coördination of all these departments in a first-grade agency is so nearly perfect that the system works without friction or waste effort. It is all based on the sound principle that "No one man can think of everything," and therefore a specialist is assigned to each item in the advertising plan and in turn these specialists assist each other in conference.

Let us just assume that an advertiser has ordered twelve insertions in three magazines. We will not complicate it by bringing in any other things that might be in the plan. The account executive, or service manager, dictates a conference report, stating that an order is to be placed for twelve insertions in three magazines. This conference report goes to the Traffic Department. They make out orders in sufficient quantity to go to the various departments.

This order goes to the Copy Department. The Chief of Copy naturally consults with the service manager on that account. We must remember that this service manager was present at the first conference with the advertiser and that he has read all the papers in connection with the preparation of the plan, and that he was held responsible for preparing the copy policy. Accordingly, either he himself will write the copy or he will ask the Copy Chief to appoint some particular person who seems to be best fitted for handling this copy. Then he, as he writes the copy, will use some of the material which was in the plan; including the conclusions developed by the Research Department. He will take the art exhibit which went with the plan, and notify the Art Department to complete the work which was visualized in the plan when it was submitted.

In turn, an order has gone to the Art Department, and the man who is responsible for the buying of the art will sit down with the visualizer (that is the man who helped the service manager prepare the proper copy interpretation) and, with his

help, will select the artist who seems best fitted to do that particular kind of work.

The Contract Department has received orders to buy the space, and they have sent in such orders to the publishers.

The copy having been finished—the Art Department having finished its sketches—it is necessary for these two people, namely, the service manager and the art director (or the visualizer) to appear before the Plan Board and secure their approval of the advertising. Not that the Plan Board looks over every bit of copy written; but, particularly on new campaigns, or even old campaigns where the policies have changed, it does insist upon seeing the general style.

The Plan Board having approved the copy and art, the art is completed, and both the copy and art are then taken to the Mechanical Department. In a really high-class agency, the man who runs the Mechanical Department must be, and is, a most important person. He must understand plates and type. In these days, when so much color advertising is being used, his duties are particularly important.

In due time the Mechanical Department, having had plates made from the drawings, and having had the copy set in type, submits proofs to the service manager and to the account executive. The account executive, or the service manager, then takes the advertisement to the customer. Let us assume that the customer approves of the advertising, in which case the service manager dictates a conference report stating that everything is all right. Then the Contract Department sends orders to the publishers for the release of the copy. The Mechanical Department delivers its plates to a forwarding department (which generally is a part of the Traffic Department) and the plates are sent out to the various publishers.

In due time the magazines, or newspapers, appear with the copy; and, of course, then begin the various routine duties of the agency, such as checking, looking after the matter of position, etc. Finally, the Accounting Department takes hold, the proper bills are sent to the customer, and the transaction is ended on receipt of check from the customer.

The impression should not be gained that agencies are built by system. The system is necessary to secure the most out of every part of the agency. An agency, however, is made up of

experience, plus brains. The success of an agency is determined by the skill shown by its owners in finding and supplying the brains and experience. An agency can safely be judged by the quality of its men and the spirit of its organization.

MEETING NEW CONDITIONS WITH APPROPRIATE COPY

BY ROY S. DURSTINE

Treasurer, Barton, Durstine & Osborn, New York

COPY is the flower of advertising. It is the final expression of the whole enterprise. But the man who feels that copy can be discussed by itself and for itself is a florist, not a horticulturist.

Copy runs back too far into the branch and root of advertising to be considered alone. Somewhere down in the subsoil an idea germinates. When it has been discovered and cultivated and allowed to grow and flourish, it may blossom out some day into a piece of copy.

So it follows that any comment on "How the Advertising Agency Is Meeting the New Conditions from a Copy Standpoint" must obviously concern itself with the way the agency stands and points on many things besides copy.

If one were to sum up in a sentence, the new conditions have served to emphasize the soundest principles of advertising and at the same time have opened the way for many amazing symptoms of advertising neurasthenia.

There never was a time which more clearly emphasized that what is needed is less copy-writing and more copy-thinking. The campaigns that are coming through are the ones that are founded on a sensible, workable sales idea. Let the writing show all the finished excellence that follows careful workmanship. But let the fine writing begin only after there is an idea to write about.

These times encourage close, more intimate, contact between the advertiser and the agency man who is responsible for the preparation of his advertising. They have shown how much is lost if contact is relayed so that several people intervene between the man who produces advertising copy and the man in the advertiser's organization who is fired with enthusiasm about the

product. There is small place for the promoter type of advertising man whose chief utility used to be in getting an O. K.

Fundamentals of advertising have not been changed by the hard conditions of after the war, but the depression has brought these truths into clearer belief than ever before.

Nothing would produce so bad an effect right now, says an advertising man of national standing, as to let advertising reflect a state of mind of startled apprehension, implying that the advertiser has been on the wrong track until now. The only difference in these times from other times is that the people are not buying as freely as they did once, but any advertising that was made to sell goods will sell goods now if it is increased enough to overcome the greater inertia which prevails.

The quality needed in meeting new conditions is stability without rigidity. If the facts show that a certain territory needs newspaper advertising, let there be newspaper advertising. If a package needs to be displayed more prominently, let it be magnified. If all consumers are reluctant buyers, let them all be hammered harder. But let all these things happen naturally, not simply because some one wants to shoulder the whole burden onto advertising. Let them happen if sound advertising reasons say they should and if those reasons are based on enough facts and if the link between sales and advertising can be forged more closely.

STABILIZING BUSINESS THROUGH AGENCY COÖPERATION

BY NORMAN LEWIS

Chappelow Advertising Company, St. Louis

EVERY industry is replete with examples of how the advertising agency has coöperated in constructive business service. But to give point to three basic values of agency service, let me relate the application of advertising to three specific businesses, characteristic of other large successes in commercial life.

In developing a small business into one of immense proportions, advertising came to the assistance of a young man named Noah Slee, back in 1894, when he was operating a small varnish factory at Rahway, N. J. Entirely by accident, he discovered

an ingredient which proved to be a splendid cleaner and polisher for bicycles. This was the beginning of "3-in-1 Oil."

John Wanamaker (himself) began to sell it in his store, as did other dealers, but despite this auspicious start, at the end of a year only 350 gross bottles had been sold.

Ten years elapsed—then Mr. Slee began to advertise. During the next four years the business progressed so rapidly that Mr. Slee found it profitable to invest \$50,000 in his campaign for 1908. The output has doubled and trebled since the advertising was begun. In one year, sales increased 51 per cent. In another year, 40 per cent., in still another year, 32 per cent. And just recently Mr. Slee declared: "It was an advertising agent who was in large measure responsible for my first starting to advertise. I consider advertising the one biggest factor in building my small business into the big business it is to-day."

Roger Babson recently pointed out that "advertising is a great economic factor not only for producing, but for steadying business. Give that latter thought—'steadying business.' How does it work out? When *comparative price reductions* are announced, the public feels inclined to wait before buying. But when new price levels are announced by means of consumer advertising—simply hammering home the *new price only*, without comparisons, develops confidence in that new price. In my judgment, advertising to stabilize the new price levels will do as much to stabilize business against the shock of depressions as any other one factor."

In 1920, when business slumped, Topkis Bros. Co., manufacturers of union suits, faced a time when they did not have a single order in hand. But with real faith in advertising, they appropriated about \$135,000 and initiated the biggest campaign in their history to sell Topkis union suits at *one dollar*, although the previous price had been \$1.65. Results? Mr. Topkis said: "Immediately we were rushed with orders, and although we doubled our production over our greatest year, we are still turning away orders because of inability to make deliveries." And he adds that had it not been for the aid of their advertising agency, much of the success which has attended the campaign would have been lost.

Fleischmann's yeast is a striking example of how a client has received agency service toward developing new fields of adver-

tising. Until recent years, yeast was chiefly sold for bread-making, but due to various phases of modern life, home-baking—which provided an immense yeast market—has gradually and steadily decreased. Seeking the aid of a medical scientist, the Fleischmann Company developed the idea of using yeast for stomach complaints and skin troubles. Then was started the widely read campaign of national advertising, designed solely to influence people to eat a little cake of yeast two or three times each day. The first advertisement appeared in April, 1920. From one advertisement in a New York paper alone more than 22,000 inquiries were received, and other insertions were similarly successful. That the actual buying influence was also created is indicated by the countless letters which people have written to the Fleischmann Yeast Company, unsolicited, to tell of the benefits they have enjoyed from using yeast medicinally.

Daniel P. Woolley, vice-president of the company, says: "For obvious reasons, we cannot give any definite sales figures. However, we are getting wonderful results from our campaign. I feel sure that its success is due in no small measure to the splendid copy planned and prepared by the agency handling the account."

CONFIDENCE THE BASIS OF SUCCESSFUL NEWSPAPER ADVERTISING

BY COLLIN ARMSTRONG

National Chairman, Committee on Newspapers, National Association of Advertising Agencies

THE most essential element in a lucid, dependable understanding in the advertising business, or any business—is confidence. Confidence in the sincerity, the earnestness, and the truthfulness of those who are dealing with one another. There can be no confidence without stability, stability of methods and practices, as well as stability of character.

But there are newspaper advertising practices that are plainly destructive of confidence: The granting of less-than-card rates to direct advertisers; the printing of free publicity; merchandising coöperation not given to all advertisers equitably; the waiving of short rates; and last but not less important the unfair difference between local and national rates in many cases.

On the agency side, the practices that should be eliminated are the efforts constantly being made to avoid paying for advertising by magnifying technicalities and minor inevitable errors made by publishers; requests for palpably free publicity; demands for more intensive merchandising coöperation than a newspaper will give to all advertisers in just measure; pleas for the waiving of short rates, especially on contracts not made in good faith as to their lineage; and cutting of publishers' rates.

Basing our opinion upon a large number of cases that have been submitted to us during the last year and a half, responsibility for these irregularities is about equally divided between agencies and publishers. There can be no confidence upon which a stable structure of newspaper advertising practices can be built until these various irregularities, which constantly undermine confidence, are replaced by the firm foundation of common business honesty.

That there may be no misunderstanding regarding the purposes and work of the Committee on Newspapers of the American Association of Advertising Agencies, it should be understood that we are intent solely upon simplifying and standardizing newspaper advertising practices for the ultimate and permanent benefit of every one interested in newspaper advertising.

After a most careful study of the situation, both in the newspaper field and in business generally, we have come to the conclusion that the prime fundamental upon which an improved and modern structure of the methods of newspaper advertising must be built is the one-price principle.

Analyzing the newspaper advertising situation, we find in many newspaper offices a multiplicity of rates—rates that are an injustice to some advertisers because they are compelled to pay a higher price for the same space used under similar conditions that another advertiser gets at a substantial and unfair reduction in price; also much too frequently preferred positions are thrown in, extra insertions, exceptional merchandising coöperation, and free publicity. By such practices publishers depreciate the value of their media.

Agencies that include free publicity in their service to clients are equally culpable with publishers.

We also find in the agency, as well as in the newspaper field, destructive, unfair price competition. No agency that gives

genuine service, according to present-day standards, can afford to handle an account on a lower basis than the differential allowed by publishers.

Publishers could abate to a considerable extent much unfair competition, to which they are really a party when they forego a short rate, if they would stand rigidly for the enforcement of such rate. Of course, the obvious and summary disposition of a large part of this evil would be the universal abolition of the sliding scale and the adoption of the flat rate.

One of the most desirable and beneficial results of our first joint Executive Session with the National Association of Newspaper Executives at Indianapolis in 1920 was the appointment of an exceedingly able Committee on Agency Relations. That committee formulated Standards of Merchandising Coöperation practice that have been adopted by nearly all daily newspaper publishers' associations.

In the minds of many, the most important and vital issue in newspaper advertising at the moment has been raised by the difference between local and national rates.

It is a question whether it is within the province of the agencies formally to determine what is local and what is national advertising. The newspaper publisher originally made that distinction and, if he wishes to maintain it, it is incumbent upon him to supply the definitions of the two classes of advertising based on reasons that satisfy his conscience and his business judgment. In the opinion of the writer, no pair of definitions can be devised that will adequately fit all cases.

Many publishers have solved the problem to their satisfaction by absolutely equalizing their local and national rates. They take the position that the cost of producing their paper is a certain amount and they are entitled to a uniform price for the advertising space they desire to sell.

Acknowledgments from publishers received in response to a circular letter, sent out by the A. A. A. A. show that 55½ per cent. have equal local and national rates, 30 per cent. have higher national rates, and 15 per cent. have higher local rates. There is a distinct trend among newspaper publishers of all classes to equalize rates.

Little or nothing, even of transitory value, will be accomplished in conjunction with newspaper publishers unless every

individual engaged in the work of newspaper advertising takes an active, daily interest in correcting the irregularities and abuses that abound in the newspaper field.

The prediction can safely be made that if every agency man who comes in contact with newspaper advertising men, whether they be principals, managers, or their representatives, will talk these matters over with them frankly and intelligently, in respect to the particular newspaper under consideration, and, if publishers and their representatives will pursue the same course toward agency men, in due time a better understanding all around will be reached.

AGENCIES CARRY WELL-DEFINED "TRUTH" RESPONSIBILITY

BY H. J. KENNER

Executive Secretary, National Vigilance Committee, Associated Advertising Clubs of the World

IN ADVERTISING any product or service, the first essential is to find the truth about it and tell it invitingly. Any product having a legitimate place in the market has enough good selling points, which, if discovered and well presented, should make it a marketing success.

The Truth-in-Advertising responsibility of agents centers perhaps around four points:

1. To find the Truth and make it attractive.
2. To educate clients to Truth standards.
3. To report Truth violations to the Vigilance Committee.
4. To stand by the organized Truth movement always.

In the past year the National Vigilance Committee has had a large number of important contacts with advertising agencies. One instance will serve as an example of many.

Inquiries came to the committee concerning a device sold by mail to help men and women earn money in spare time. Both publications and consumer readers of advertising sent letters in such volume that an investigation was considered necessary. The agency and the advertiser were approached in friendly fashion; the advertiser was asked to give information essential to a complete understanding of the business. This he did willingly. Then followed a two-day visit at his factory to see the product manufactured, and in operation at the plant and in

the hands of buyer-users. The committee read sufficient correspondence taken at random from the advertiser's files to get a proper idea of relations with his customers, treatment of complaints, and general policies of doing business.

Facts and figures on production and sales were obtained. Distributors were visited to get opinions on the product made by this device and to get their view of the merit and the market value of such goods. Then a questionnaire was sent to several hundred users of the device whose names were taken from the company's files.

Fortified with knowledge of the company's business and knowledge of the average performance of the device, the committee analyzed current publication and follow-up advertising. A conference was then held with agency officers and the advertiser. The committee offered specific suggestions, recommendations, and comments with a view to having them acted upon in the preparation of copy.

In this conference the committee stated that the comments on this advertising and the recommendations made were presented from the standpoint of Truth-in-Advertising and with public interest first in mind, and gave full consideration to the good will that can be built for the company by its advertising. Suggestions were offered, in a spirit of service, unbiased, on the basis that the agency's and the advertiser's adoption of these suggestions would be valued coöperation with the Truth-in-Advertising movement.

Assurance of such action by advertiser and agent was forthcoming promptly.

This and other examples which might be mentioned indicate how important agencies meet their responsibility in aiding vigilance work.

The agent's, the national advertiser's, and the publisher's point of view on this subject are of interest.

Merle Sidener, president of the Sidener-Van Riper Advertising Agency, says:

"With the agents, who are creators of advertising, standing solidly on clean advertising, the publishers will be in position to refuse any other kind, the advertisers will get no advice except that which is constructive, and the fakers and charlatans will be isolated."

Louis Wiley, of the *New York Times*, believes that:

"The responsibility of advertising agencies in aiding the Vigilance Work of the Associated Advertising Clubs precedes the responsibility of the newspaper."

Speaking from the national advertiser's angle, O. C. Harn, of the National Lead Company, asserts:

"Probably no one connected with the use of advertising has a greater responsibility relative to vigilance work than the advertising agent. He must necessarily have the point of view either of the advertiser or of the publisher, and each of these factors in advertising has a vital interest in the effectiveness of advertising. If, perchance, any agent considers that he represents both advertiser and publisher, he has a double interest in vigilance work."

HOW SHALL THE MANUFACTURER CHOOSE HIS AGENCY?

BY WILLIAM T. MULLALLY

President, Wm. T. Mullally, Inc., New York and Boston

MANUFACTURERS who are confronted with the necessity of choosing an agency have the same grave responsibility as the executive of a country who is called upon to select a general for the army of crusaders that is to carry the gospel of a better and higher civilization to an adjacent country.

What, then, is the great distinction between the superior and the mediocre sales general? It is personality—the strategical ability, the power of mind that can decide on the course of action most likely to bring success and to pursue that course with a pliable determination to a successful issue. In the words of Napoleon, he is "victory organized." The greatest leaders of men have been what we might call agency men—intermediaries between the people and their rulers.

It is not necessary that an agency be familiar with the product to be marketed. Rather, within its organization must be men who understand the five buying motives—Gain, Caution, Utility, Pride, Weakness—and realize that the successful sales campaign is one in which these motives are played upon by the master strategists at the proper time and in the most effective way. The mode of appeal may differ, but the same principles are involved in selling a cake of soap.

Again, the manufacturer should not be so greatly influenced

by the actual accounts that an agency handles, for it is an acknowledged fact that agency men are prone to take unto themselves too much of the credit of their clients. The prospective advertiser should inquire carefully whether the business of the agency itself has grown. If the management of the agency has been profitable, and there has been a steady and sound increase in its business, the manufacturer has one of the strongest proofs that such an agency can be of great benefit to him.

Having thus established a few of the general lines in which the decision of a manufacturer should be based, let us enumerate some of the principal requisites which should determine the manufacturer in the choice of his agency.

First: He should choose an organization that has the respect and friendship of its competitors and associates—by reason of membership in associations and by the recommendation of publishers and allied trade organization.

Second: The prospective advertiser should choose an agency that has in its employ highly trained specialists working under its management. There is no greater assurance of an agency's worthiness than to find that it has been so organized that it can efficiently direct a brain factory of *doers*.

Third: The manufacturer should choose an agency which makes a clean-cut distinction between theory and practical workings.

Finally: The manufacturer should choose a man whose gospel is idealism—a man of ideals. A man of ideals is a man of character, not because he has attained perfection, but because he is sincerely reaching out toward improvement.

Advertising is the best and most practical means of disseminating ideas. To the man who has no breadth of vision it is the sure road to oblivion and disappointment, but to the business fraught with vigor, enthusiasm, and ideas, it means aggrandizement and the support of the people. The enemies to high-class business are substitutes, falsehoods, and misrepresentations. The final question therefore resolves itself into one of personal character—full, broad, big leadership.

The advertising agency is the answer to the demand for efficient, economic advertising. It coöperates with the advertiser and aids him in his entire selling propaganda. It serves

to stimulate and strengthen the sales department and to relieve both the publisher and advertiser of much unnecessary cost and worry.

AGENCY ORIGIN AND DEVELOPMENT

BY ST. ELMO MASSENGALE

President, Massengale Advertising Agency, Atlanta, Ga.

WHAT sweeping changes have marked the development of the advertising agency, and from what modest beginnings has sprung the comprehensive service which the modern agency places at the disposal of commerce!

Searching the records discloses that Volney B. Palmer was engaged in the agency business in Boston some time before 1850, and had as a clerk a Mr. S. M. Pettingill, who was later to become as well or better known in the agency business than Mr. Palmer himself. In 1849 Mr. Pettingill left Mr. Palmer to start his own agency, and in 1852 he came to New York where he founded the firm of S. M. Pettingill & Company.

George P. Rowell published the first comprehensive newspaper directory in 1869. It named 5,411 papers in the United States and 367 in Canada. This directory was at length merged with N. W. Ayer & Son *American Newspaper Annual*, first published in 1880.

Other agencies that existed during the '60's were the Niles Agency, of Boston, a development of Mr. Palmer's agency; and John Hooper, of New York City.

The first advertising agencies were agents for the publishers rather than agents for the advertisers. It is said that in the early days of the advertising agency, an agent's office usually consisted of his hat. Commissions varied from 25 to 50 per cent. or higher, depending on how good a trader the agent was, and how much the publisher wanted the advertising.

In the early days, if the client insisted, the agency would prepare copy; but it was not especially enthusiastic about performing this service. In fact, some of the first agencies were not enthusiastic even about checking advertising.

The development of the advertising agencies was slow for the first fifty years of their existence. The scope of their service was

more or less limited. Only twenty-five years ago the average advertising agency was as different from the splendid agencies of to-day as night is different from day.

While the old-time advertising agency was in the limited sense of the word an advertising agent, the modern agency has developed to a point where the words "advertising agency" signify a group of business counsellors whose advice is valuable because of their broad knowledge of production and business in general, and advertising and sales in particular.

Where the agency of seventy years ago served primarily its own interests, to-day the advertising agency unselfishly serves both advertiser and publisher, knowing that he gains most who serves best.

The present development of the advertising agency and the high ethical standards set by agency men are due more to the organization of the American Association of Advertising Agencies than to any other single cause. The clean, ethical competition fostered by the A. A. A. A., its research work conducted on behalf of the agency business itself, its fight for honest advertising have been of immense benefit.

The agency of to-day gives a hundredfold greater service than its earlier counterpart. It guards the advertiser's interests as it guards its own, for the successful agency in the long run is the one which develops its own clients and through careful handling of the appropriation builds up the client's business on a firm foundation. Agencies to-day realize that if scrupulous attention is given to the client's business as a whole, the appropriation will almost take care of its own growth from perhaps modest beginnings. The business that wishes to develop, expand, perfect its distribution, lower its unit cost of manufacture by increasing its production, requires the services of an advertising agency.

A good agency also renders the best possible service to the ethical publisher in developing new accounts that have never before seen the value of using space; in handling these accounts so that the advertiser will regard advertising as a wise expenditure; in selecting the right medium that will pay the advertiser returns; in submitting to the publisher advertisements in the most easily handled form; in guaranteeing the publisher against loss on the advertising placed through the agency. These are only

a few of the advantages to the publisher of the modern advertising agency.

The modern advertising agency holds a strong position in the business field for it is the doctor of business, it is the prophet of changing business conditions, it is the analyst that guards against preventable business mistakes, and it is the efficient clearing house that stands between and helps both the advertiser and the publisher.

IV

ADVERTISING BANKS AND BONDS

Humanizing and clarifying the appeal piles up gratifying results from public acceptance of "Live to Win" plan—Extending trust company service with advertising—As part of helpful program Financial Advertisers' Association also holds symposium on "My Best Advertisement, and Why."

FINANCIAL ADVERTISING TO BUILD SAVING HABIT

BY JOHN A. PRICE

Advertising Manager, People's Savings & Trust Co., Pittsburgh, Pa.

BOTH insurance and the habit of saving still have to be sold, but there is an interesting and pointed lesson in the way advertising has been employed to sell the combined benefits of the two, for checked results show that the "People's Insured Savings Plan" is meeting most practical hospitality on the part of ambitious people who seek financial independence.

Distinctly a "Live to Win" plan, it was created to combine a 4 per cent. savings account in the People's Savings & Trust Co., with life insurance protection in the Equitable Life Assurance Society. These two great financial institutions have found their plan to meet almost unhesitating acceptance on the part of great numbers of people.

We went into this plan with precedent against us. The history of insurance indicated that it could not be sold by the printed word. We therefore decided to approach the problem from the savings angle, emphasizing the insurance protection feature incidentally, and issued a booklet explaining the project, "\$1,000 for You." It proved most effective, containing as it did an appeal to curiosity and avarice.

How to present the details of this plan in an absolutely elemental manner was our big problem. I wrote and rewrote the book in an attempt to present the subject in a clear, concise, and logical way. I knew that my story would not go over and be remembered if it were loaded with figures and insurance tables. It had to be human. People hate figures. Therefore, after I had written the book to my satisfaction, I had several friends take advance copies, they in turn to get people in various walks of life to read it. This method of trying out was exceedingly enlightening. It developed angles which we had not thought of. It brought out questions which were ludicrous to us but which, nevertheless, occurred to the average man on the street and therefore had to be answered.

For several years it has been my privilege to handle the advertising account of the largest insurance agency in the world, and my experience in this capacity has proved to my entire satisfaction that the average man regards money paid for life insurance as money spent, not saved, and our advance test on the booklet proved this. Failure of the insurance companies to cooperate to remove this public misconception confirms my opinion that they fail to recognize the merchandising and advertising possibilities of their business. The people wanted to know how much of their money they could get back in case they failed to consummate their contract. This necessitated our emphasizing the fact that they could withdraw all their money, minus the cost of the insurance, exactly as in a savings account. On the face of it this may seem to be bad salesmanship, but our experience has developed that the average man thinks in terms of what he is going to get out of anything he goes into. Unless he has very definite information about exactly how much cash he can withdraw at all times, he will hesitate before committing himself to a ten-years' program. Hence we find it necessary to print, in our pass books, two parallel columns—one showing his gross deposits, and opposite this gross amount the net amount which he may withdraw at any given month.

The second major point of attack was to emphasize that the Insured Savings Plan is a "Live to Win" idea. By doing this we play to the selfishness of the average person and at the same time gratify his inherent desire to protect his dependents. The protection feature was the sugar coating. Hundreds of

people who went into this plan had never thought of insurance before. I am convinced that had regular insurance been presented to them previously by an appeal to their selfish instincts—i. e., on the basis of money saved, to be spent later—they would have been under contract for regular insurance long before.

The third major point in the sales plan was our entire avoidance of “crêpe-hanging.” We dressed the whole business up in cheerful colors and approached it from the positive angle. In the entire campaign you will, I think, fail to find a negative appeal. I am convinced that no great amount of insurance was ever sold, or ever will be sold, by backing up the hearse.

We printed 100,000 booklets and mailed them to every telephone subscriber in the territory. We went on the assumption that the telephone book represented people of more than average intelligence and means. All inquiries were closely followed up by mail with further explanation and invitations to ask questions. We used the street cars to get general distribution on the booklet because we knew that the ultimate success of the plan depended entirely upon how thoroughly the rank and file of the people understood its details. The basis of our whole advertising campaign was to get distribution on the booklet. We felt satisfied, and our experience has demonstrated that we were right, that if we could place booklets in the homes of thinking people, our proposition was of such extreme merit there could be no question of favorable action if it were thoroughly understood. We did not make the vital mistake of trying to explain the whole scheme in one message. We knew the average person is mentally sluggish and will not read long advertisements, hence our job was to place this booklet in his home where he could absorb it at his leisure. We wanted people to *sell themselves* on our plan because no permanent results in thrift are ever obtained by outside influences. The desire for thrift must be self-contained.

The chief appeal of our street-car and newspaper advertising was, “Get the booklet and use your own judgment.” We felt that if this booklet were read it would do the business, and it did.

In round figures we have contracted for three million dollars’ worth of new business in six months. The by-products of thousands of people coming into the bank regularly every month is remarkable. It proves that the average man is a

creature of habit. Innumerable times have we secured splendid checking accounts from people who have acquired the habit of coming regularly to the bank to make their monthly deposits in the Insured Savings Plan. We have rented many safe deposit boxes to people who thought they ought to have a box now that they had an insurance policy. We have secured families because one member happened to be a member of the plan.

At first we were afraid that the insurance agents would be antagonistic. This fear has proved to be groundless. The plan has stirred the community up to a general discussion of insurance and makes it easier for the agent of our company to sell. Even general agents of competing companies are in thorough accord with the plan, viewed from the angle of productivity of the agent.

It does not cause a shifting of funds. Prior to the introduction of the plan we thought perhaps it would cause many of our savers to withdraw from the regular savings into the Insured Savings Plan, which would be merely a transfer of money involving clerical expense without any advantage to the bank. This anticipation did not materialize. People joined the Insured Savings Plan in addition to having their regular savings account.

We were unnecessarily alarmed; people had no objection to the slight examination to which they were subject for the \$1,000 and \$2,000 policies, nor did they object to the regular examination for policies of \$3,000 and over. We anticipated that a great many people who were not entitled to insurance would try to get in on this plan and by their failure to do so would become enemies of the bank. This objection did not materialize. There were, of course, applications from people who were physically unfit to secure insurance, but as a usual rule they knew it in advance and held no grudge against us when they were rejected.

HOW TO EXTEND TRUST COMPANY SERVICE

BY LEROY A. MERSHON

American Bankers Association, New York

LONG years ago the Prophet Isaiah, in writing upon faithfulness to the cause he championed, promised the adherents to

his belief that "they shall mount up with wings as eagles; they shall run, and not be weary; and they shall walk and not faint."

That is an absolutely climactic statement and its principles are directly applicable to the securing of trust business to-day. Frequently in discussing with officers of fiduciary institutions their methods of approach to prospective customers, they state—"Yes, we put on a little campaign last year or last month to get some trust business." The replies to the question as to results are almost invariably the same. Little or no business was secured. And it is not to be wondered at. "Putting on a little campaign" to secure trust business never has brought and never will bring results. It is contrary to the laws of psychology.

Returning for a moment to the words of the Prophet, it is a fine thing to get a great vision and "mount up with wings as eagles." It is also fine to keep our first vision fully alive as we get down to earth and are able to "run and not be weary." It is the finest thing to stay in the race, through the day in and day out plodding and planning, and keeping our vision and goal ever in sight and to realize our dream in that we "shall walk and not faint." There is no short road to success in securing trust business.

Our bulletin service has been well received because its fundamental purpose is to assist vigorous promotion work. As one step, suggestions were made whereby the trust company could maintain a simple and inexpensive system of card record to contain names of customer and non-customer trust prospects. Each subscriber was also urged to get in personal touch with the local newspaper editor and enlist his aid through editorial comment. Suggested matter was supplied for this purpose, and for every piece of copy appearing in the national magazines, four, five, or six pieces were supplied each month for local newspaper use. Thus the request for editorial co-operation became a legitimate one from a business standpoint, and from an economic standpoint the subject of conserving personal property should and does command the interest of most newspaper editors. It is a pleasure to state that many cases of editorial coöperation have been reported.

In a subsequent bulletin particular attention was directed

to the method of distributing the booklet "Safeguarding Your Family's Future." Many requests were received from subscribing companies for large quantities of the booklet to be used in mailing to customers and prospective customers, but we cautioned these companies that the best results are to be obtained by distributing the booklets only upon request, as this reveals an interest in the subject matter and gives some assurance that it will be read by the recipient. By this method, the list of potential users of trust service can be selected and compiled from the general list of prospects in order to conduct a more careful and personal follow-up. When mailing printed matter to a general list of names, it is impossible to determine which individuals upon the list have been attracted by or have any interest in the subject matter.

One difficulty encountered in the preparation of the printed matter for national use has been to conform to the different laws of the forty-eight states. To retain punch and selling force in the copy and at the same time observe the laws of all states, has been no mean task.

Scores of inquiries have been received from subscribers about procedure in certain given cases. In many instances recommendations have been made that a special advertising service be employed to fit the particular need. In others, it has been apparent that the institution was ready to engage a publicity manager and this has been suggested. In a large number of cases membership in the Financial Advertisers Association has been advocated and it is now clear that a closer coöperation in our two avenues of service can operate toward hastening the day when our common aim, more nearly to approach 100 per cent. efficiency in bank and trust company advertising, will be realized.

To show how deeply interesting and human is this work, from the Far West a woman wrote that she was interested in the series of advertisements and requested a copy of the booklet. She had no children, and her husband was in active business with a partner whose methods were very careless. "My husband," she stated, "believes his partner is true blue but I do not, as he has done many things that were not honest and businesslike. These things bother me, and I have talked with my husband about making a will but it has not been done.

I wonder if the American Bankers Association could be of any help to me. If my husband should die suddenly, I won't know which way to turn as far as the business is concerned."

Countless thousands are waiting to be benefited by the service of your institutions, which they do not know about. Thousands more will be glad in the days to come that you published the advertisement, or wrote the letter, or spoke the word which brought them under your protective care. Following the time when they have accompanied a loved one over the top at the "zero hour" and said a last farewell as he or she has "gone west," they will come broken in spirit and dazed in mind, and place every belief in your judgment and ability to protect and conserve their earthly possessions. It is the great opportunity of trust institutions to serve.

HOW CAN WE INCREASE BOND DISTRIBUTION?

BY A. E. BRYSON

Halsey, Stuart & Co., Chicago

TO INCREASE bond distribution, greater consideration must be given to the type of salesmen employed and more effort must be made to adapt them to existing market conditions.

Our sales problem to-day is to make as many of the calls of our salesmen as profitable as possible. While the unit of sale is smaller the sales resistance to be overcome is about the same. We cannot, therefore, afford to use the time of high-priced salesmen in making the same number of calls to sell \$3,000 bonds that he previously employed in selling \$20,000 to \$30,000. The confidence, however, required on the purchaser's part to buy bonds can be instilled as well through well-directed correspondence as through personal salesmanship.

Let us eliminate the foolish, wasteful, broad-scale circularizing, which is also a relic of by-gone days when buyers were few and much more experienced, and when they were perhaps capable of interpreting the maze of cold facts contained in the average bond circular. Let us hire some real correspondents, choosing them as we do our salesmen, for ability in their respective line. Let us write more real and personal sales letters. Let us replace the unprofitable circularizing, which

to many buyers has reached the stage of actual annoyance, with more effective and more concentrated sales letters. Let us study the sales-by-mail efforts of other lines, and if other means of distribution, which I shall mention later, are not forthcoming, let us reach the small town and country market, which in some sections are now largely closed to legitimate bond investment, as has the mail-order house—by correspondence. It can be done with greater thought on the subject and improved correspondence methods.

There is also another important thought on the subject—that of the banker's responsibility to his community. Suppose the profits of bond distribution are not in the beginning sufficiently remunerative to make the undertaking one of large profit, still is not the banker, as the community's financial adviser, somewhat obligated to meet the competition of the ever-present Blue Sky salesman, with something more than negative arguments? Is he rendering sound banking advice when a customer, anxious to improve his income, questions him about a bond issue offered by a large distributor and he "damns it with faint praise," so as to keep his deposits intact?

We must also improve our operating methods, by which I mean the mechanical end of the business; the necessary detail in connection with the recording and handling of the various transactions. You appreciate fully the top-heavy clerical force now necessary to the completion of a bond transaction and the complicated machinery involved, which are in large part the outgrowth of an era which may have warranted such a system, but which to-day, under changed conditions, is as unwarranted as it is unsatisfactory.

THE DAILY NEWSPAPER AND ITS USE BY A BANK

BY G. PRATHER KNAPP

Mississippi Valley Trust Co., St. Louis

THE financial advertiser who does not use newspaper advertising is practically non-existent and I plead for a more intensive study of a medium which I believe some of us are prone to take for granted. We should study every department of the news-

papers in our communities and shape our newspaper advertising policies accordingly.

Take the circulation department: Of two newspapers, which have the same or nearly the same circulation, one may be a far better medium for financial advertising than the other and a mere knowledge of the quantity of the circulation offered is evidently not sufficient. First of all, where is that circulation? second, what is it? third, how was it secured? fourth, how is it held? and fifth, how much of it is responsive to advertising appeal?

Narrowing the question down to that part of the circulation which is localized in your community there is undoubtedly a difference between the kind of people who read one newspaper and the kind who read another. Moreover, there is a difference between the responsiveness of the same reader to advertising in different newspapers. This question of class is very difficult to decide upon and very likely to be the basis of unfounded claims by the publication and prejudiced guesses by the advertiser.

But most important, what is the effect of a newspaper's editorial policy on its utility to an advertising bank?

Suppose we look at newspapers which ask us for advertising in the same way that we would look at competing restaurants in which we were offered an opportunity to address a few remarks on our business to the gathering of diners. Would we choose the conservative, quiet place, noted for its good food and its quiet assembly of hungry patrons, or would we choose the glittering lobster palace just across the street, where food was of little consequence and where the patronage was gained by a jazz orchestra, a blind tiger, and a Mack Sennett cabaret?

We do not seek in any way to purchase editorial assistance through advertising, because the newspaper which can be bought at any price, however high or low, is not worth buying. But we do prefer and we are entitled to prefer the newspaper which appeals to the kind of people we want for customers and which appeals in them to the feelings and aspirations to which our advertising appeals. We do feel that in preferring such a newspaper, increasing its revenue and enhancing its prestige, we are doing, not the newspaper, but our banks and our communities a definite service.

There is a definite opportunity for public service in closer relations between bankers and newspaper men. Far from being

a different sort of people they are a very similar sort. Vanderlip, Stedman, Sisson, Ellsworth—here are four examples of writer-bankers, men whose qualities won success in both fields. Bankers and newspaper men are just the sort of people who can and should get together. Get to know the editors and reporters who find and serve up the news which makes your advertising valuable—and see if you do not agree with me.

Get away, if you can, from the feeling that a newspaper is an impersonal engine and that all you can do with it is hook one sort of advertising freight or another to its coupling-bar. Get to know the engineer.

FINANCIAL ADVERTISING FROM THE COUNTY SEAT

BY J. A. ABERNATHY

Vice-President, First National Bank of Fordyce, Ark.

MANY responsibilities confront the country banker, not the least of which is to carry the full story of banking service to those who have no idea of the varied assistance which the modern bank provides. Many persons feel "strange" in the bank. Some need prolonged education in banking dependability, such as those who avoid making use of the bank until they learn that we are better equipped to take care of their funds than is any hiding place they can provide about the home. One man found that an oak block was not a safe depository. He bored a large hole in the side of the block, inserted his "roll," and closed the opening with a wooden peg. He thought he could see each day that his treasure was safe, but when the peg was removed he found the worms had eaten most of it. It is needless to say that when we proved his claim at the Treasury Department, and returned him the full amount in new bills, we secured the account.

Country bankers would do well to spend more time in the lobby of the bank, making those who call feel more at home. Most people have a feeling of awe about calling at the bank, and this should not be the case. The banker should get out occasionally and visit his friends in the fields—take time to sit on the fence and listen to their plans. When he returns, write them a letter about the visit, offering to serve them in some

particular way. Let him make appointments with the schools in the several communities to make a talk on thrift, or give a lesson in banking, and get acquainted with the children and parents who visit the school for the occasion. It won't hurt the banker to take the holidays, attend public gatherings, picnics, and barbecues—the social feature is fine, and the bank will serve more people as a direct result.

We suggest putting in a New Business Department—with an ambitious young man or young woman in charge of the work. Make a big chart of the territory with the county seat in the center—an ownership map, showing the names and locations of the property owners along the principal highways leading to town, would be fine for this purpose. Indicate the population tributary to you, as well as charting the production and distribution of products, and value of the several marketings—make the analysis as complete as possible, compiling the data with the number of bank accounts, together with the total bank deposits, loans, etc. This will give a lot of valuable information and ideas for use in getting new business.

Direct advertising has been neglected by the country banker. We want to make up some mailing lists of farmers, employees, housewives, and teachers. A small monthly paper containing a free exchange column and a few items of local interest from different parts of the community will prove effective. Form letters and folders to customers and prospects will be read with interest and appreciated. Large bank posters can be put up at the mills, and pay envelopes furnished by the bank will get some new business for the savings department.

AIMS AND PRINCIPLES OF THE FINANCIAL PUBLISHERS' ASSOCIATION

BY HAYNES MCFADDEN
Publisher, The Southern Banker, Atlanta

WHEN the Financial Advertisers' Association recently published in its monthly bulletin a blanket endorsement of the aims, purposes, and achievements of the Financial Publishers' Association, it was the herald of a new era both for the pub-

lishers and for the buyers of space in bank journals. It meant that the pursuit of an ideal had reached a definite result.

Our progress has not been easy; each step has been a struggle, but a struggle in which the right has been strong enough to leave no doubt of its mastery; a struggle in which the first fruits are from within; a struggle in which every man "dared to be a Daniel" and dared to make it known.

No bank journal can be a member of the Financial Publishers' Association unless its advertising rates are the same for the same service to one and all. There is no place in the Financial Publishers' Association for the journal that cuts its rates, or that charges one customer or set of customers a higher or lower rate than it charges some other customer or set of customers.

On these two bed-rocks the corners of the association rest. There are other supporting principles, but none that compares in magnitude or importance with the two regulations just defined. The lesser requirements are no less rigidly enforced than the major ones. The standard rate card is an instance worth citing. Every member has adopted the standard rate card of the American Association of Advertising Agencies. This includes the standard agency differential and the standard agency discount, together with the standard arrangement of mechanical data, closing dates, character of engravings used, and other similar information which every advertiser has either to know or guess at. Besides arranging all this information as required by the American Association of Advertising Agencies, all members of the Financial Publishers' Association, which is composed of monthly journals exclusively, have the same identical closing date and the same identical mailing date. Of still greater importance, every member has the same page size, the same column width, and prints on approximately the same quality and grade of paper, so that cuts of one and the same size and specifications will fit and suit all seven of the associated journals and may be used interchangeably.

The Financial Publishers' Association was conceived at the Financial Advertisers' Convention in New Orleans in 1919. It was given birth at St. Louis during the American Bankers' Convention the same year; your leaders have been its inspiration from the start; almost every publisher who started with us is with us still; one or two are not, but we feel that their absence

is not a defection; we feel rather that they are A. W. O. L., and that when they have had their day apart, they will return without penalty, that the things which have been misunderstood will be explained, and that the wisdom of a single standard will be vindicated.

Were the standards of the Financial Publishers' Association to be less strictly observed, it would be unworthy of the badge of honor it wears in the confidence which the Financial Advertisers' Association has bestowed upon it. The bond of union between the two associations is based on confidence, and the Audit Bureau of Circulations is the measuring stick that must be applied to all comers.

INCREASING THE PER CAPITA SAVINGS BALANCE

BY MINNIE A. BUZBEE

Advertising Manager, American Bank of Commerce & Trust Co., Little Rock, Ark.

WHERE are we to look for our savings customers? The answer is—first, among those who are already customers, and, second, among those who are not. And everybody—man, woman, and child—except perhaps the very wealthy, needs a savings account, a need which can be fulfilled when advertising is forcefully employed to carry a persuasive message.

Families with only small incomes need a savings account so that they may increase their income, may be prepared for unexpected emergencies. Even if people have enough money to be numbered among your regular investment customers, most of them will need a savings account to accumulate funds for further investments. All women customers, whether housekeepers or business women, are excellent savings prospects.

A man may be one of your best customers, he may do a profitable checking business, buy bonds, rent a safe deposit box, leave his rental property in your hands, patronize your collection, real estate, foreign exchange, and other departments, but he is not a 100 per cent. customer unless his wife and all his children have savings accounts. And through him, or some other way, we want to get their accounts.

Newspaper display advertisements, personal letters, folders, inserts, booklets, and other direct-by-mail matter, window dis-

plays, advertising films, posters in the bank and other places, bill-boards, street-car cards, house-to-house solicitation with home banks and other articles as inducement, special work among school children, and many other things are used.

Newspaper advertising enables the banker to reach more people during their leisure hours, at a smaller cost per person, than any other means, and is one of the best ways to get savings accounts. But, as previously stated, savings must be made attractive. Preachy copy fails to bring results.

We have found the Christmas Savings Club to be the means of both opening and building up many regular savings accounts. Many people who had never saved a dollar in their lives have taken these club memberships, and many of them have expressed to us their appreciation of what it has taught them in regard to their ability to save, and the things it has enabled them to do. Numbers had never been inside a bank before but they form the habit of coming in once a week or once a month to make their payments and naturally when they have any other banking business, they take it to what has become "their bank."

Carefully prepared and carefully maintained mailing lists are very necessary toward securing new savings accounts. It is not well to have any one mailing list cover too much ground, for it takes a different appeal to reach the different groups of people. For instance, a four-page illustrated letter brought us many new savings accounts. The letter, the first page of which shows a pay-envelope being emptied, part into living expenses and luxuries and part into the bank, was sent only to people who received pay envelopes. There was one letter to teachers, one to salaried men, and one to salaried women, each letter with a different appeal. A letter with this background would not be appropriate for the housekeepers, the farmers, or children.

There is enough money hidden around the homes and carried in the pockets of the people of the United States to double and treble our savings deposits if we could only get the people to realize and act upon the realization that this money is safer and more profitable in the banks. The daily papers furnish quantities of material which may be used in advertising this point.

For instance, in our city there lived a family that did not be-

lieve in banks, they kept their savings of years hidden in an old rocking chair and trained a dog to sleep in the chair and guard the money. One evening recently on returning from a picture show they found that their home, their rocking-chair bank, and their \$1,800 had been destroyed by fire.

We reproduced a part of the newspaper story in an advertisement and showed how the money would not only have been safe in a bank, but in a savings account drawing 4 per cent. interest would have earned \$72 a year. With that \$72 they could have bought a victrola, a sewing machine, a bicycle for the boy, or a cow, and yet not have touched a single dollar of the \$1,800.

If a bank had the window space, this burned rocking-chair bank could have been used very effectively in getting this same message to the public. In fact, the bank having a window that may be used for display purposes is fortunate for there are many ways in which savings accounts may also be sold through clever window arrangements.

AS THE READER SEES FINANCIAL ADVERTISING

BY HERBERT S. HOUSTON

Vice-President, Doubleday, Page & Co., New York

IN DISCOVERING and practically applying the magic of the printed page as a touchstone to thought and action, enterprising financial institutions of to-day are making of the man in the street a man alert, conscious with the self-respect which bank deposits and investments give. By this tremendous power of reclamation, modern banking houses are erecting the one, sure, and impregnable bulwark against radicalism.

Institutions such as are represented in the Financial Advertisers' Association are finding that the man in the street is a potential depositor and potential investor. And when he finds it out, through becoming an actual depositor or an actual investor, you have given to that man a new birth of freedom. He is no longer a mere idle stroller along the highways of life without either destination or a sense of direction, but a producing and conserving unit in this great working democracy.

The industry and thrift of the French people are traditional, and the result is known to all men—France has become the greatest

nation of investors in the world. That is one of the reasons why France is, at the same time, one of the most liberal and one of the most conservative of all nations. Every one in the country has a stake. Bolshevism has been unable to make the slightest progress in its attack on private property—because every one owns property.

How is America to become in the fullest sense a nation of work and thrift? By the bankers of the country making of the man in the street a man of work and thrift. When the individual units, of which this big democracy is composed, are producing and saving, the potential wealth of the country will become actual wealth, ready to finance our foreign trade and to meet the countless demands that are being made upon it.

We strongly bear in mind that the man in the street financed the war. Without him this country could never have raised the money necessary for its part in the victory. I recall sitting in the Manhattan Club in New York in April, 1917, discussing with some bankers the matter of finding quickly a maximum number of bond buyers. Turning to Mr. Mitchell, president of the National City Company, I asked how many bond buyers there were in the country. He estimated 500,000. One banker present put the number at 600,000, the highest that any one mentioned. We all know that when the war ended there were more than 15,000,000 men, women, and children who had bought Liberty Bonds.

This gigantic, potential buyer, the shadowy, unknown man in the street, was practically our whole big democracy. He was a composite, collective, prodigious 15,000,000 and more.

How was that sleeping giant aroused? You will agree that it was not by cold and formal appeal, full of technical terms that only the initiated insiders in finance could understand. It was the farthest removed from that sophisticated form.

Instead, the advertising that made thirty bond buyers grow where before there had been but one, was vivid, direct, understandable. It was a combination of sentiment and argument. While it glowed with patriotic heat, it did not forget the interest rate. It was characteristic of the educational work this organization is doing. You are making over financial advertising. Yesterday, that advertising was flat, stale, and uninteresting—a lawyer's "shingle" transferred in its bald announcement to

the printed page. To-day, it measures up to the highest standards of advertising in any field of business.

MY BEST ADVERTISEMENT—A SYMPOSIUM

BY MISS PERCY GARNER,
Wachovia Bank & Trust
Co., Winston-Salem, N. C.

MY BEST newspaper advertisement was called "Easter at Winston-Salem." The Easter services of the old Moravian church are noted for their simplicity and sincerity, and each year thousands of visitors come to Winston-Salem to attend them, while others come to enjoy the social life in the city at that time.

The most impressive of these several services is held at sunrise on Easter Sunday morning in front of the Moravian church, built in 1800, and then the thousands who attend go together to the Moravian Cemetery, called "God's Acre," where the service is continued.

The advertisement appeared in our newspapers on Easter Sunday afternoon and Sunday morning in a six-column by fifteen-inch space. The paragraphs were begun with initial letters, spelling "Welcome," and the cordial welcome of our institution was expressed in this advertisement to visitors in our city. A cut of the old Moravian church was used in the border to give the advertisement a local touch. Mention was made of the spirit of our people who have made Winston-Salem North Carolina's largest city, and also of the fact that it treasures its early history and has preserved its landmarks. The good will of the thousands of visitors in Winston-Salem, as well as residents of the city, was gained, and favorable attention was drawn to the Wachovia Bank & Trust Company.

BY F. C. ADAMS,
National Bank of
Kentucky, Louisville

AN ADVERTISEMENT was inserted in the Louisville papers by my institution on Sunday, December 5th, calling attention to an entirely new feature in our savings department supplies. On the following day, Monday, December 6th, 225 new savings accounts were opened asking for this particular attraction.

It was the beginning of our second new account contest which

had been announced to our employees on Saturday, December 4th. The results of our first new account contest had shown that employees had rather a difficult time securing accounts without anything to tie their arguments to, and for that reason we secured the attraction mentioned before.

It was a splendid savings pass book of pressed leather, inlaid, with a hand-tooled appearance—costing approximately a dollar. This pass book was so genuinely good looking that the average person was tempted to open a savings account to secure one.

Our campaign appeared daily and was figured heavy enough to saturate, that is, to appear so often and in such sized space that persons who read the papers consistently couldn't be unaware that an effort was being made to have them open a savings account. The cost of the accounts secured, including the pass books, was about \$2.25. Of course, there was some permanent value in the advertising that appeared.

The results secured were possible only through joining the efforts of the employees with the advertising, coupled with the pass book.

By HARRY J. PLOGSTEDT, *Publicity Mgr., The Union Savings Bank & Trust Co., Cincinnati, O.*

IN THE latter part of 1920 the housing situation in Cincinnati had reached an acute stage.

The Union Savings Bank & Trust Company launched a so-called Housing Relief Plan.

A 150-line, two-column advertisement was prepared and run in all the Cincinnati dailies—a total of nine insertions.

The newspapers were strongly commendatory of our plan. Three of them ran editorials. All of them gave it stories. Two interviews with our president, Mr. Hinsch, were requested and given. A number of national publications requested details of the plan and published a reproduction of the advertisement.

The advertisement gave none of the details of the conditions under which loans were made. This was considered precautionary. It may readily be seen that it would have been inadvisable to publish full plans when, very reasonably, such plans in all their details could not possibly have applied in all cases. So it was thought best to request applicants to call for

details. We had many applicants. Some of the misunderstandings of our advertising were humorous. Some had the impression that if they had \$100 or so, we would furnish the money to buy houses costing \$3,500 to \$5,000, repayment to be made on a monthly basis.

Under this plan many loans have been made to home buyers at the nominal rate of 6 per cent. per annum, and the bank feels that it has helped materially in relieving the housing situation in Cincinnati. While the immediate new business was that due to one of the conditions of the plan (each borrower being obliged to open a liquidation savings account), it is felt that the inevitable law of compensation ultimately rewards all sincere service efforts.

BY CLEM J. STEIGMEYER,
*First & Hamilton National
Bank, Ft. Wayne, Ind.*

LAST summer four things happened in Fort Wayne in rapid succession.

The Federal Census figures were announced, placing Fort Wayne for the first time in its history the second city in size in the state of Indiana.

There followed almost immediately, spread generously over the front pages of the local newspapers under eight-column flag heads, the tidings that the International Harvester Co. would erect a great truck manufacturing plant in Fort Wayne, which would mean, according to conservative estimates, an increase in population of from 25,000 to 30,000 within the next five years.

On the same day that this announcement was made the formation of a housing corporation, capitalized at one million dollars and fully paid, was completed.

And then came the decision, bound by contract, that a belt-line railroad, connecting all the railroads in Fort Wayne, would be built, adding immeasurably to Fort Wayne's already excellent freight facilities.

People who had been "knocking" the city before began boasting. A new pride in their city had been awakened in the hearts of the people. Everybody was interested in Fort Wayne as they had never been before.

These portentous announcements were scarcely cold in print when we launched the advertisement, "Fort Wayne begins New Era of Growth."

The appearance of the advertisement was received by the public with enthusiasm. The news element of action caught the eye. The timely subject matter held the attention.

Real estate men carried copies of it around in their pockets to help sell Fort Wayne to prospects. Business and professional men asked for copies. Here the bank rendered a good-will service to the public by giving information in its advertising for which there was a demand; by pointing out the clean-cut ways in which Fort Wayne dominated; by encouraging men, women, and children to take a greater interest in the growth and prosperity of their own city.

Also, it was inevitable that people should take a pride in the institution which was boosting the city of which they were proud.

BY A. C. FLATHER,
American Security & Trust Co.,
Washington, D. C.

THE principal mediums employed by the American Security & Trust Company at the present time are newspapers, posters, and street cars, and it was decided to tie up our advertising in these mediums at the beginning of each month. There appears on the first day of the month, in front of our main building, one of these most attractive posters, and a copy of it reproduced in colors at each of our three branches. The street cars of the city carry a card worked around the same painting as the poster, lithographed in color, and the copy is varied slightly to fit the new medium. The third and last tie-up comes through the use of newspapers, and the same picture is redrawn to suit this form, illustrating the first advertisement in the month, thus tying up all our advertising. The copy is modified to suit the various mediums, but carries the same general message and serves to bring the company's advertising to the attention of the public in a harmonious way.

We appreciate very much that a great deal can be done through two additional forms of advertising, that is, the direct-by-mail and the bulletin board. The former we have used in a limited way and secured excellent results, and it is our hope to use the latter in the near future as we realize the good work that it has accomplished, but the budget of our company does not permit the use of any more mediums at the present time.

We find that we attract much attention by presenting our services through a series of illustrations rich in color and human interest. The artistic value of the poster prevents it from becoming tiresome by repetition, and repetition serves only to strengthen the force of the message. Thus the whole campaign gains momentum as it progresses.

BY RALPH P. HAMMOND,
Second Ward Securities
Company, Milwaukee.

WE ARE all agreed, I think, that the general type of bond circulars in use to-day is to a great extent stereotyped in form and quite technical in content. There are a large number of potential bond buyers that do *not* care for the mass of technical details contained in the average circular and, therefore, will not read it.

To meet this condition we set about to develop a circular, adaptable in style to any bond offering, and one which would not only be attractive in appearance, but convincing as well.

A handy sized sheet of paper 7 by 12 inches—double folded to 3½ by 6 inches—was decided on—this because it fits well into an ordinary business envelope and is a different size and shape from the general run of bond circulars.

Various colors of paper stock have been used for the different issues—depending somewhat on the nature of the investment offering and the cuts available.

Specific illustrations, such as cuts of the factory buildings, maps showing industrial locations, and charts have been used to “break up” the copy—on one circular we were able to attach a swatch of the material produced in the factories, thus giving the recipients of the circulars a chance to see and *feel* the product, which was far more satisfactory, we think, than merely reading about it.

The outside cover and inside pages were well illustrated and the copy written more in story form than in technical detail.

Our experiences have been very favorable. By using special mailing lists for these circulars, we know that we have made many new customers from actual sales and secured in addition many excellent prospects for the salesmen to follow up.

For about the cost of two of our regular newspaper spaces we have been able to mail 4,000 of these circulars, largely to people whom we could not otherwise reach.

BY D. D. BAILEY,
*Special Representative, First
National Bank, Tulsa, Okla.*

IN EVERY crisis people want to know what the banker thinks. We had numerous calls from business men as well as private

individuals who wanted to know what was going to happen. They wanted a banker's opinion, and we gave it to them in an eight-column fifteen-inch advertisement under the heading "Let's Be Done With Pessimism."

The theme of this advertisement was that the country was going through a period of readjustment of living costs, prices, and wages, and that the period of prosperity would return only when the people willed it.

The advertisement then outlined how merchants could help, advising that merchants must accept their inevitable losses due to the drop in the raw material market, reduce prices in accordance with replacement costs, and tell the people that this has been done. To manufacturers we stated that they owed it to the public to keep their plants in operation if at all possible, taking their share of the losses if need be, in order that people might not be thrown out of work, thus still further reducing the buying power of this country.

We advised the public that it must "close its ears to idle rumors, pessimistic talk, and unfounded accusations." We pointed out that the merchants and manufacturers were taking their share of the burden and that the public must bear with them. We advised the public to buy—but buy sanely, patronizing particularly those stores which had shown a disposition to get right.

This advertisement appeared on Sunday. Next day many men during the day came in to pay their compliments, and it was the theme in many business discussions. Coming from the bank it carried weight. Business men were quick to take the cue, and in their advertisements thereafter took advantage of the psychological condition created by our advertisement. They did bring down prices, and they let people know it.

BY MISS JESSAMINE G. HOAG-
LAND, *Publicity Manager, The*
National City Bank of Chicago

THE advertisement which produced for us the best results was a display used in a large window on the Monroe Street side of our building, which hundreds of people pass daily. We count these hundreds our window circulation—just as the newspapers count their reader circulation. It was used this spring when high rents and home-buying was the idea uppermost in the public mind and during the Own-Your-Own-Home Exposition. From it we traced directly more than 350 savings accounts. We were able to do this because the metal savings bank used in the display was not advertised in any other way during this time and it had never been used by our institution before it was placed in our window.

That “many a mickle makes a muckle” was illustrated by a path of nickels leading up to a miniature cottage which was the central display feature. Every one can save a nickel. The nickel idea had a further advantage in that it would not prove so costly to our bank as it would if paved with half dollars, and sometime during the night an “enterprising burglar” decided to clean up the path. The very first morning the display was shown a woman came in to open a new account and said that the nickels had proved to her that it was worth while to save even so small a coin.

Another striking feature of this particular display was that it was a “happy” idea. Even old men stooped down to peer into the cottage, and every one who stopped to look, old and young, smiled.

BY MARTIN F. O'CALLAGHAN, *Asst.*
to Vice-President, Union & Planters
Bank & Trust Co. Memphis, Tenn.

“THE Ages of Man” has proved to be the most resultful advertising theme we have ever invoked. Forgetting Shakespeare, we arranged our own “Ages of Man” to suit our style of appeal, judgment, and copy.

The idea was developed into a series of seven pieces of copy with a period of life for each piece of copy, each appropriately illustrated. Published in two afternoon newspapers, Monday and Saturday in one, Tuesday and Thursday in the other, each character made four appearances. The series ran for

seven consecutive weeks, the infant prodigy getting older each week.

The series was the result of positive proof to us that the age theme in savings bank advertising was the least threadbare and the surest way of getting to our people on the inside "where they live". I mean the *specific* age theme, not the "Grandma and Grandpa" stuff exclusively. Our key to this theme came from a card showing the state of mind, measure of opportunities and percentage of mortality, financial and physical, in certain ages of men. The card was used by us in an amended form about a year ago as a street-car card, with permission from the *Magazine of Wall Street*. The interest that it evoked, the discussion that it caused while hung in our lobby, the requests received for copies of it from individuals and employment managers, but best of all, the directly traceable business it brought as a street-car card, after being forejudged as copy-heavy, proved convincingly that we had found something that made people think and act.

V

ADVERTISING BY MAIL

The story of the Pied Piper as applied to the modern subject of advertising to children—How direct mail effort can change the way of a woman—The place of the house organ in the general advertising scheme—Hints on sales power in letters heard at Direct Mail Advertising Association meeting.

MAIL ADVERTISING THAT WINS THE CHILD'S FAVOR

BY PAUL C. HUNTER

Educational Advertising Co., New York

AS WITH many fanciful stories, that of the Pied Piper has been twisted and distorted to suit many needs. But when we consider the problems in advertising to children, this simple and ancient theme can be applied without much change or color.

The piper, you will remember, sensed and used the influence that could pull the purse strings and the heart strings of Hamelin.

One fourth of the population of our country—more than twenty-six million persons—are children, and they are tugging away at the heart strings and the purse strings of every mother and father throughout the land, and you who are mothers and fathers know perhaps with what persistency these youngsters put to use every art of childhood diplomacy until they get what they have their minds set on.

Child influence on the parents has an advantage—a definite, tangible buying power that any advertiser will do well to cultivate; however, it is but one of the many advantages to be gained by advertising to children.

We have the ever-present fact before us that children buy—

they buy millions of dollars' worth of goods every year. In addition to buying trinkets and small articles for themselves, they run to the corner grocery, the delicatessen, and the drug store to buy many articles not only for their own families, but for "the lady next door" and "the lady downstairs" as well. If you want to convince yourself of this fact just take a couple of days off sometime and browse around the neighborhood stores. You'll see youngsters all the way from five to twenty years of age come in and buy everything the grocer has on his shelves from toothpicks to bacon and eggs.

During the last three months I have had occasion personally to observe 237 cases of child buying. Of these children, eighty-one had lists, but there were only three lists on which a brand was specified. I heard child after child ask for "a canna beans" and only in one case did I hear a child specify a brand—never did I hear one say "Campbell's Beans," or "Heinz," or "Beechnut." Salt was another item purchased frequently. Not in one case did a child say "Morton Salt" or "Diamond Crystal Salt."

It isn't because of the indifference, or the insusceptibility of juveniles to advertising; rather the fault lies with the advertiser. He has insisted that he reaches the child through the mother by means of mother's mediums and mother's catalogues.

The trouble with most advertising men of to-day is that they don't understand twentieth-century juveniles, forgetting that the children of to-day are far different from the children of a generation ago. When I was a youngster five cents was my weekly allowance—the child of to-day expects and gets a dollar. Twenty years ago sister Mary was generally satisfied with mother's made-over silk dress—but never in this world would mother's made-over silk dress suit Mary Jane of to-day, aged twelve. The juveniles of to-day are going forward faster, learning more per minute than you and I. They have preferences and ideas of their own about what they want to wear and what they want to eat, and the successful advertiser to children will take pains to cultivate and cater to these preferences and ideas.

The advertiser who sells goods to children of high school age is securing a peculiar value and regard for his product from the mental attitude the child has toward articles purchased and

worn at his adolescent period. There is no pair of stockings Mary Jane ever prizes so much in her whole lifetime as the first silk pair she receives on her twelfth or thirteenth birthday. If it happens to be an advertised brand of stockings there is a peculiar sentiment and a higher regard for that brand ever after in that person's conscience.

An advertiser to-day cannot afford to overlook juveniles. If one advertiser of a certain class of goods neglects these twenty-six million people his competitor doesn't, and this means that his competitor is not only cultivating this market for to-day, but he is securing an impassable head-start on the fellow who doesn't realize his negligence.

Why wait for ten years when these juveniles can be more cheaply and more easily reached to-day? One of the biggest weaknesses in many advertising campaigns is that they go after the adult's money, while several years ago that adult was totally ignored by most of these advertisers.

It is well in this connection to note the advertising efforts made by some of the largest industries to acquaint children with their organization, with their trade-marks and their products. Armour & Company have one of the most instructive charts I have ever seen featuring their by-products and brands. These charts cost upward of \$4 each, yet Armour is willing to send one together with specially prepared literature to any school teacher or principal asking for it.

The Proctor & Gamble Company maintain a school classroom at their plant in Cincinnati, which they invite students and teachers to visit and learn the story of their organization and their many products. They likewise are carrying large copy in school and college publications.

The Cammeyer Shoe Company of New York has devised a method whereby they take the name of every child entering their many stores and follow up that child with a letter every month, telling him about Cammeyer Shoes for children. With these letters they send little booklets and cards to have the children write back. The Winchester Repeating Arms Company have formed their W. J. R. C. among boys and girls throughout the country.

I have heard of a tree in Maryville, Tennessee that, when a sapling, was tied in a knot by a boy. The knot still stands

and will continue to do so as long as the tree lives. Habits formed in childhood are those never relinquished.

CHANGING THE WAY OF A WOMAN

BY MRS. IDA BAILEY ALLEN

President, Mrs. Allen's Schools of Good Cookery, New York

MILLIONS of dollars each year are spent on the advertising of foods and equipment, yet it is amazing to find how little scientific thought plus a true knowledge of women goes into the copy.

Many manufacturers, advertising agencies, and advertising managers, understand their product, but few understand the woman, and almost none the background of home economics which must in a subtle way permeate the successful advertising campaign centered on food or equipment.

Home conditions are changing every minute. The housewife is progressing with astonishing rapidity, and any firm failing to take advantage of the woman's progress and education along household lines is failing to cash in on one of its greatest assets. The Department of Agriculture through its home demonstration agents all over the country is educating women in homemaking and the advertiser who fails to use this marvelous and unheard-of propaganda as a background for his advertising is casting aside a gift which cannot be calculated in money.

The woman has gone beyond the point when a photograph of crackers arranged in an old-fashioned card tray will appeal to her. She has gone beyond the point when she can have any confidence whatever in a firm whose heralded recipes she has found out to be failures. In other words, she has become a thinking individual and when she is taught that which is educational in the columns of her favorite magazine, at the home economics meetings for women, or at the lectures of a home demonstration agent, anything in advertising which fails to ring true cannot register with her.

As I study advertising more and more deeply I am amazed to find how many analyses of women are based merely upon the wife of the advertiser or copywriter, a few of his immediate friends, or possibly the stenographers in his office. In fact, I have recently had occasion to trace back to its source the most

absurd advertising campaign that I have ever heard proposed, which I finally found was hinged upon some data acquired from the new sweetheart of the advertising man. In another instance poor recipes which were published by one of the largest concerns of this country came from the wife of the advertising manager. In another instance ten unworkable recipes out of the eighteen published in a booklet, I found, were originated by a woman copywriter in an advertising agency. All this goes to prove that much of the advertising of foods and equipment is being prepared with the thought back of it that it is "just home stuff after all."

All men know that flattery often works. It is a particularly good note to use in a subtle way in advertising because it appeals to the woman's imagination, if rightly used, making her see herself as she would like to be. In other words when this method is used, the advertiser capitalizes upon the woman's ideal of herself.

But whatever the proposition may be it must be presented in an attractive way. Poor printing, uninteresting looking pamphlets with unattractive covers, can never register. A woman is essentially a lover of beauty, and the manufacturer who wishes to increase his sales by direct advertising will make his booklets for her as beautiful as are his color pages for the magazines.

Mere cleverness does not appeal to the woman. She will not read and keep a booklet unless there is something in it which will really help her. The advertising must take out of the woman's mind any feeling that she is being advertised to, and the moment this is done the woman is won.

HOW DIRECT ADVERTISING STRENGTHENS NATIONAL CONSUMER APPEAL

BY W. N. BAYLESS

The Powers-House Co., Cleveland, O.

OUR old friend John W. Distribution is the troublesome factor in national merchandising. If that is the weak link in the chain, trouble is inevitable. The finest magazine advertisement in the world is of little avail if the goods cannot be readily purchased.

Distribution is a real fundamental, in this day and age of

much advertising. People won't spend very much time hunting up a product they see advertised. As a rule, they will call at one or two stores and, failing to get it, they will pass it up.

For the national advertiser who requires a high degree of national distribution, direct advertising can do yeoman work. It can be a veritable "Tenth Legion" to advertisers. Direct-mail advertising can help your salesmen win dealer distribution in an amazingly effective way.

A manufacturer, entering national advertising for the first time, may deliberately start his consumer advertising in national media before he has broadened the base-line of his distribution to national scope. His idea, of course, is that the national advertising will help materially in securing the dealer and distribution—which is true. But it is a tremendously expensive way to secure it, in these days when the cost of the agate line is soaring like everything else. Moreover, all the consumer advertising which appears before distribution is secured is handicapped by a high percentage of waste.

The cost of traveling for a salesman is so great and his time is so limited that you should conserve every minute of his road time. Lay down ahead of him a barrage of "get-acquainted" direct-mail advertising that will blaze the way for him and do the missionary work of getting your proposition before his prospects in advance—so that when he comes, a good deal of those time-taking preliminaries are over and he can spend most of his valuable time in *closing* sales.

Salesmen have long ago learned the value of direct-mail work. In the old days they were a bit antagonistic to it, feeling that it perhaps dimmed the lustre of their prestige and tended to reduce them to the level of "order takers." But to-day the modern salesman has learned that his greatest enemy is Time. If he is wise, he is constantly working against it, conserving all the odd minutes and quarter-hours. Other things being equal, the salesman who makes the greatest number of calls will turn in the largest sales total.

But direct-mail advertising has unquestionably suffered from one very grievous thing: i.e., many, many advertising and sales managers have regarded it rather lightly and without the respect and consideration it deserves. All too often they have tucked it away in some obscure corner of their appropriation—

and with a wholly inadequate amount to cover it. For some strange reason it has not been regarded as a major selling effort. It has usually been relegated to the minor or supplementary features of the plan under some such heading as our good old friend "Miscellaneous."

It is claimed for direct-mail advertising that a man's mail will get to him when no human being can. But what shall it avail a letter or mailing folder to reach him if he gives it a dull glance with unseeing eye and slides it toward the waste basket?

Direct-mail advertising should have the most intensive thought. It should be carefully wrought with the hammer of enthusiasm and zeal! It should contain real drive and dynamic power. It should focus itself right between your eyelids, grip your interest, and raise your lethargic brows.

Extreme care should be expended not only in the building of the direct-mail matter itself but also in the method of sending it out. It is often just as wise to enliven the mailing methods as well as the material itself. Sometimes too much regularity in sending out the various pieces in a campaign is not advantageous. It tends to become clock-like and monotonous. Do something different! Throw her into gear with a change of pace sometimes.

Occasionally speed up into a sharp, rapid-fire mailing that will put a mailing piece into the hands of a prospect every day or every other day for two weeks, with machine-gun rapidity. Then send them out further apart, or in pairs. Then sometimes deliberately wait for quite a long time until the silence becomes almost ominous, and then when the delayed mailing piece does come have it so wondrously good and powerful that it will land like a shell of TNT and the echoes will reverberate for quite a while.

All those methods will get attention to your direct-mail campaign.

IN BEHALF OF THE HOUSE ORGAN

BY FRANCES M. BUENTE

Editor, Tide Water Topics, New York

HOUSE organs, properly edited and issued consecutively, are widely proved as successful builders of good will and producers of profit. Indeed, good will is the essential influence of a

properly edited house organ, and much experience and testimony on the part of those who have so conducted house organs show that house organs produce profit.

A properly edited house organ establishes the popularity of a business house, tends to maintain its custom, and represents an important prestige value that a business has over and above the stock in trade and the money invested in it. Every month the magazine appears and every month the customer learns something new about the workings of the house. When the company has a birthday, an anniversary number appears. A random copy of *The Walworth Log*, published for seven years by the Walworth Manufacturing Co., presents on the first page an editorial on Good Will. The next article explains Walworth Spring Plug Cocks. And so on—giving photographs of the plant and its processes, familiarizing the customer with the policies of the house and the products.

Whispers is the new house organ just issued by the Noiseless Typewriter Co. On almost the first page is a letter from one of their customers congratulating them on their work and telling of the value of the Noiseless. *Threads*, published by the Geometric Tool Co., devotes several pages to correspondence sent in by customers. All of which produces good will.

The house organ is not only a producer of good will, but it is also a producer of profit, and when systematically issued it proves itself, timely, a help to salesmen, a lasting impression upon the customer, a creator of new wants, a producer of repeat orders and new customers.

I was visiting some friends when the mother of ten-year-old Clarence said she must take him to Steinbach's to buy him a new suit. The youngster who overheard the conversation interrupted her by saying, "No, I don't want to go there. I want to get my suit in Rogers Peet's. They have a peachy suit for fellas like me. 'Sides, they have a Rogerpeeter Junior I want." After questioning Clarence I learned that he had been reading the Rogers Peet Magazine called *Ropeco*, which is edited and sent to young boys, and that Clarence wanted a certain kind of suit they were selling, and in addition to that a tennis racquet especially built for young boys. This is training the buying public early; and childhood impressions, as we all know, are lasting ones.

In relation to repeat orders and new customers the editor of *Selling the Service of Printing*, published by the Hammermill Paper Co., says:

"We are heavy users of magazine space to attract consumer interest which we follow up with the most elaborate system of direct material that any paper house has ever used, but of course with an article that has to be converted before it reaches the consumer, we have to sell the converter—the printer. We have done this through trade papers and with direct material, but it took the house organ to bring home the bacon."

SCRAPPING THE FALSE ALARMS

BY LOUIS BALSAM

Managing Director, Direct Mail Advertising Association

THERE are two kinds of false alarms that business men the world over can well afford to scrap.

One is that ever-present bugbear that "business is rotten" and therefore it would be of no use to spend any extra sales energy "which would be wasted anyhow."

Another is the equally mistaken notion that wild, unusual, and over-spectacular sales and advertising methods are the only ones that will bring in the business.

These false and altogether dangerous ideas are to be found in every avenue of business. But more especially will you see them in the field of business correspondence. Here, if any place, is where the need for scrapping these false alarms is urgent.

The day has gone—and we all are glad of it—when the haphazard, slipshod, indifferent letter could be used. That kind of tactics can no longer succeed. The world has moved rapidly within the last two or three years. A letter to be successful now has to be far in advance even of what it was two years ago. It may have been a good letter then but will not be good now as judged by the modern standard.

A letter that was successful in 1919 and 1920 would not get over now at all. The simple reason is that the buyer's market is here. Everybody knows this. Yet it is only the occasional business man who recognizes it in his letters.

It is highly important now that business men should understand once for all that a letter is not a thing apart—not some-

thing to be considered all by itself—but rather a step forward in the vast merchandising process.

It is well to remember also how infinitely important a letter may be in relation to the whole advertising scheme. The advertising may be of the most advanced type and the sales effort of a nature that fully corresponds. A great organization may be built up in this way. Yet one poor letter can undo the cumulative effect of all this in the mind of a customer.

What are we going to do about this, anyway? Here are four rules that, if followed, will make a letter successful. They have done this for many business houses that are following them, and can do the same for others.

(1) The successful letter writer is one who is in love with his work. No letter can be really successful unless it is written by some one absolutely in earnest.

(2) To write a successful letter the correspondent must put himself into the customer's place. He must visualize the reader. Because he does not do this many letters are failures.

(3) The letter should be simple. Simplicity is essential to resultful letters.

(4) The over-dramatic and over-spectacular element must be eliminated.

GOOD WILL AND PROFIT FROM HOUSE ORGAN

BY ROBERT E. RAMSAY

Director of Promotion, American Writing Paper Co., Holyoke, Mass.

WHEN considering the house organ as an effective promotion medium of many values, theory can be set aside. Just as our American spirit causes us to demand results, rather than explanations, so does the business man very fittingly seek concrete evidence of benefit from every form of the advertising he employs.

In brief, there are eleven benefits which the intelligently edited, systematically issued house organ offers:

1. Continuity of appeal.
2. Opportunities for friendship making.
3. Unselfish form of advertising, because they—
4. —render service as well as sell;

5. —educate, and supplement other selling methods;
6. —focus a single appeal on many industries.
7. A form of advertising which is requested.
8. Proved instruments for good-will building.
9. Systematic persistency of message.
10. A field unlimited by geographical factors.
11. Subtle and silent production of profit.

These disclosures have not only come from a vast number of widely separated sources, but they represent a remarkable unanimity of conclusion on the part of firms which employ house organs as part of their organization policy. And as additional supporting evidence of house-organ value, many firms replied, in response to a questionnaire, that they had published their house organs continuously for many years. For example:

S. W. Noggle Co., Kansas City, Mo.: "Have been publishing our house organ for twelve years."

S. F. Bowser & Co., Inc., Fort Wayne, Ind.: "House Organ published since 1910."

International Harvester Co., Chicago, Ill.: "Twelfth annual volume."

The Atchinson, Topeka & Santa Fe Railway Co., Topeka, Kansas: "The company has been printing the paper for seventeen years."

Parks-Cramer Co., Fitchburg, Mass.: "*Parks Piping Parables* has been issued for seventeen years."

Wachovia Bank & Trust Co., Winston-Salem, N. C.: "*The Solicitor* published since 1909."

Schuts-O'Neill Co., Minneapolis, Minn.: "Been issuing house organ for twenty-seven years."

Hartford Fire Ins. Co., Hartford, Conn.: "Best arguments for *Hartford Agent* are that it is still coming out regularly after twelve years of service."

Peacock Chemical Co., St. Louis, Mo.: "We have issued *The Doctor* regularly for the past thirty years."

National Lead Co., New York City: "*The Dutch Painter* has been published for ten years."

Massey-Harris & Co., Ltd., Toronto, Ont.: "Our publication is now in its fortieth year."

Grinnell Co., Providence, R. I.: "We have published the *Grinnell Bulletin* for a period of twenty-five years."

Troy Laundry Machinery Co., Ltd., Chicago, Ill.: "*Troy Topics* is now in its fifteenth year."

But let the prime beneficiary—the house-organ publisher—speak for himself. He testifies convincingly, as follows:

C. A. Kriger Co., Kansas City, Mo.: "While direct results alone do not pay for every issue, the total business resulting from good will created amounts to over ten times entire-yearly cost of publication. As a general average, fifty new accounts secured each month. House organ backbone of our advertising."

Westinghouse Elec. & Mfg. Co., E. Pittsburgh, Pa.: "Seriously considered discontinuing *Contact*, or issuing it but once every two months. When this became known in District Offices we began to receive protests against action. Declared they would rather see advertising cut down than stop issuance of *Contact*."

Mississippi Valley Trust Co., St. Louis, Mo.: "Present circulation five thousand, practically one hundred per cent. to readers who have requested it of their own volition or expressed an interest in it upon inquiry after receiving two or more copies."

Jaburg Brothers, New York City: "Cannot estimate, in dollars and cents, good will created among trade. Where house organ has not proved to be an effective medium, we believe it is because policy has not been one of service to reader."

Northern Trust Co., Chicago, Ill.: "If the house organ reflects in character an atmosphere of good service and good servers, it will pretty surely install itself in minds of readers and they are going to learn to like you if they do not instantly do so. If they like you and your ways—surely going to trade with you. Reputation biggest thing behind advertised and branded merchandise. House organs rightly edited will create atmosphere and build reputation more quickly and give it more permanency than any other form of direct advertising."

Waltham Grinding Wheel Co., Waltham, Mass.: "The direct advertising matter has its own field, but works to best advantage as a supplement to the house organ, in our estimation, and this in spite of the fact that we have measured on some direct advertising mailings as high as 20 per cent. returns, about half each trial orders and request for more information."

Diamond Crystal Salt Co., St. Clair, Mich.: "*Salt Seller* born in 1911. Been published consistently and persistently ever since. As a creator of good will among wholesale grocers and their salesmen its value cannot be estimated."

J. H. J. Adams, Editor *Winchester Herald*, Winchester Repeating Arms Co., New Haven, Conn., covers the value of friendship from another angle in this manner: "The *Herald* is the backbone of the Winchester plan—it is the bond which cements the friendship and interest of the agents to the Winchester Company and is a vital part of the Winchester Plan of greater coöperation between manufacturer and distributor."

Carrier Engineering Corp., Newark, N. J.: "Began with circulation of twelve thousand. Increased by requests and addition of mailing lists to twenty-five thousand a month."

Westinghouse Elec. International Co., E. Pittsburgh, Pa.: "Received thousands of unsolicited testimonials from foreign field. List grown so rapidly that we have to carefully censor new names."

VI

ADVERTISING AND THE PRINTER

With advertising so largely dependent upon the printing press for expression, organized printing industry adopts measures to extend printer's service—Gratifying tangible results attend campaigns of mailed, and distributed, advertising—Graphic Arts Association is told of typographic force and the value of the printer's technique in successful selling.

PRINTED SALESMANSHIP—TESTED AND ACCEPTED

BY WILLIAM JOHN EYNON

President, United Typothetae of America (International Association of Master Printers), Chicago

ANY ANALYSIS of successful advertising discloses the handiwork of specialists—the sagacious planner, the skilful writer, the finished artist, and finally, the trustworthy craftsmen who translate this group thought into the physical persuasiveness of advertising. And this last activity is one to which the organized printing industry is giving important attention to-day. Direct advertising, or printed salesmanship, is so fundamentally of interest to printers, that those who seek to make printing render its most effective service are extending their facilities increasingly so that buyers of sales printing may enjoy not only technical assistance but selling coöperation as well.

With a background of thirty years of striving, the printing industry finds itself organized for service to a degree which has been the friendly envy of practically every other giant industry which is seeking the same ends along individual industrial channels.

A more constructive application of industrial craftsmanship

has constantly grown from manufacturing technique through perfecting the operating features of the printing business, the application of standardized cost and accounting methods, and the attainment of a broader point of view on the part of the printer toward his own responsibilities to his industry and the relation of his industry to others.

As a gratifying result of organization in the printing industry, the United Typothetae of America has been able to help printers take new steps toward placing industrial service at the disposal of business, for we have learned conclusively that business welcomes the printer who provides service when that service is interpreted in a sympathetic grasp of the customer's printed salesmanship problems, as reflected in his folders, booklets, broadsides, blotters, sales-letters, catalogues, circulars, etc., which turn inquiries into orders.

In giving a practical side to its ambition to help the printer deliver actual expression of ideas in type, the organized printing industry established a department of advertising at the Chicago Typothetae headquarters, and equipped it with a personnel which, through its ability to deal thoughtfully and expertly with substantially any business problem relating to market analysis, sales promotion, and distribution, has created for every printer member a literal advertising department of his own. Operating through the medium of questionnaires, in standard form but often modified to suit individual needs, this department has brought coöperation to many manufacturers, wholesalers, retailers, and professional men.

Thus through industrial ambition to prove of greatest business service, the Typothetae printer is able to place at the disposal of buyers of printing, through his own service department, through his organization department of advertising, or the coöperation of both, these six important advantages:

1. Knowledge of type, type possibilities and measurements, and type meaning in relation to copy necessities.
2. The application of the laws of balance, harmony, and proportion as they affect the presentation of message and illustration.
3. Grasp of the problems of color harmony and contrast and the relation of intelligently chosen color to the product advertised and the message.

4. Physical form of the message, such as booklet, mailing card, folder, circular, etc.

5. Knowledge of paper, its usefulness, and the parts played by its various finishes, textures, tints, etc., in the attractiveness and vigor of the printed message.

6. Authoritative guidance in planning and performing every activity of a direct advertising campaign, including analysis plan, layout, illustration, and copy.

TEN REASONS FOR MORE PRINTED SALESMANSHIP

BY ROBERT E. RAMSAY

Director of Promotion, American Writing Paper Co., Holyoke, Mass.

TO PARAPHRASE the slogan of a well-known manufacturer, if the desire arises to know the benefits of printed salesmanship, "ask the man who uses it." Direct advertising has reached so completely into the lives and habits of modern people that its advantages are almost axiomatic. Summarized, there are ten major advantages in this form of advertising force:

First, it gets orders. Results secured by mail-order houses speak for themselves. Many concrete instances of orders traced directly to printed salesmanship might be cited.

A refrigerator manufacturing company, by a series of folders, produced approximately 1 per cent. of inquiries. Of these they sold 25 per cent. The returns in sales, directly traceable to these folders, were \$5.50 for every dollar expended.

One of the world's largest manufacturers of a comfit vending machine found during one year that 46 per cent. of their total business had resulted from leads sent to their salesmen. Of this 46 per cent. they found that 27 per cent. were produced by printed salesmanship. Of their total business they found that 12 per cent. of it came directly from this medium.

A trick or stunt folder mailed to 5,477 truck dealers by a steel tank company at a cost of \$285 produced directly traceable results of \$6,200. As evidence of the fact that all media of advertising have their places in the properly planned campaign, this same company backed up this piece by a publicity campaign and follow-up literature at a total cost of \$7,274, or more

than the amount of sales resulting from their first campaign. The total results in traceable sales were \$112,874.

Second, it can supplement publicity and answer inquiries secured by all different forms of advertising. This is demonstrated by the number of inquiries which resulted in sales in the examples mentioned above.

Third, it will pave the way for salesmen, saving their time and increasing their power by overcoming the objections through the selling power of printed salesmanship.

Fourth, printed salesmanship has the power to maintain interest between the salesman's calls. The house organ particularly is valuable for this work.

Fifth is the matter of distributing samples. Wrigley's chewing gum has proved that direct advertising could be used for mass sampling. They have sampled every telephone subscriber in the United States twice; the first time with 7,000,000 and the second time with 11,000,000 samples. And the advertising manager of one of the largest American institutions writes: "We get more good inquiries from a strong direct-mail circular with an attractive sample enclosed than from an entire year's advertising through other mediums. I am not saying that our other mediums are not effective. They all give us the results we expect, but the printed salesmanship results are more tangible and seem to be far more generous."

Sixth, printed salesmanship can drive home arguments. There is hardly a prospect, especially in the so-called buyer's market, who does not believe with Emerson that "nothing great was ever attained without enthusiasm," and to-day orders are in demand!

Seventh, printed salesmanship can obtain new and inspire old retailers and wholesalers—a point for the consideration of every manufacturer.

Eighth, by printed salesmanship new and specific territory can be opened up and tested, territory not to be reached by any other method in the restricted way desired.

Ninth, the spirit of good fellowship so much to be desired among workers and prospects can be consolidated by use of the house organ, which is continuous, consistent, persistent printed salesmanship.

Tenth, through the medium of printed salesmanship, suddenly changing local conditions can be met and coped with.

The graphic arts industries are the producers of this advertising medium the use of which I firmly believe will be greatly increased in the future. It would be well for us all to keep before us the words of Macaulay: "The world gives its admiration not to those who do what no one else attempts, but to those who do best what multitudes do well."

APPROPRIATELY ADORNING PRINTED SALESMANSHIP

BY NORMAN T. A. MUNDER

Norman T. A. Munder & Co., Baltimore, Md.

TO BE most effective, business-building printed salesmanship requires the same skill and careful execution in its adornment as does the beautiful building—always with the purpose back of the work standing as the deciding factor in the style and amount of adornment. The architect, in planning the building, must understand not only the mechanics of construction, but the art of fitting adornment. Adornment, when skillfully handled, becomes value and not extravagance. The printing architect, or layout man, must know design and color. He may not be an artist, in the generally accepted meaning of the term, but he must have a fine artistic and most practical sense.

After the careful preparation of copy, that is, the formation of the message itself and the translation of it into typewritten pages, the shape of the message is the vital consideration. One hundred experts approached with the question can each offer a hundred different modes of treatment. Differences in sizes, shapes, paper stocks—the combinations of ideas possible are almost infinite in number.

A printer, on one occasion, in developing a fine book, found that he was working out 480 distinct ideas, on each of which he was asked to estimate. The prospect cut down his requirements, but still 160 different treatments were estimated and nine dummies prepared.

Here was a case, not uncommon among book printers,

where the very value of adornment was indicated by the printer's enthusiasm. The printer who does not enjoy playing about with adornment of printed salesmanship had better get out of the business of preparing direct advertising matter.

The appearance of the envelope, or container, which is the first thing seen by the recipient of printed salesmanship, should be given careful thought. Inside it should be placed a stiff protection board to keep its contents, the message, from being broken in transit and thus tending to defeat the purpose of a carefully prepared booklet.

One of the most effective ways of creating interest in the message itself is to adorn it with photographs, specially drawn illustrations, colored pictures, especially the latter in marketing expensive merchandise, when it is possible to reproduce the natural colors of the pieces advertised.

When pictures cannot be brought into the matter, it is well to turn to fine color effects in decorative material. I do not mean to say that this medium should be disregarded when pictures are used. But it should be used more sparingly, especially if the pictures themselves have decorative qualities. When the illustrations are unattractive, decorative effects will soften them and add beauty to the book.

In some instances what might be termed extravagant treatment seems to be demanded, but in such cases as these, expensive treatment is not extravagance. An art firm had a vase to sell at a price of \$100,000 during war times. In the whole country there were just one hundred prospects. The firm spent approximately \$20 each for books to advertise to this limited class to whom it was necessary to appeal in an artistic way.

The purpose of the piece of printed salesmanship must always be borne in mind. The question of fitness enters very strongly. Compare the Packard limousine and the circus wagon. Each is elaborately adorned, and the adornment of each is fitting to its purposes. But how different they are!

There are business men who question artistic printing, but practically every piece of printing has some attempt at adornment, and even those who doubt the most will invariably say to the salesman who is leaving him with an order, "Do it

nicely—give me a good job,”—in other words, “think of the beautifying of my work.”

THE TESTED SHOCK ABSORBER FOR SELLING COSTS

BY NOBLE T. PRAIGG

Director of Advertising, United Typothetae of America

WHEN manufacturers exchange confidences and recitals of individual worries these days, dominant among their problems stands the question of selling costs. They are too high. And none realize more keenly that they should be materially reduced than the men who are doing the selling.

Naturally the war-made incline in living costs was a large contributing factor to the parallel rise of selling costs, but, though the former are on the down-grade now, sales managers find that the latter are but partially influenced likewise.

Obviously, there is no panacea. The resistances and barriers to selling carry their individual difficulties for each individual product. In consequence, far-seeing firms in all lines are naturally alert to methods which will aid in getting their goods through the various distributing channels in the minimum time and with a minimum investment in selling effort.

Whether the sales force be large or small, whether it operates along definitely charted lines or a rule-of-thumb basis, it has been successfully demonstrated that there is no more positively operating aid to sales effort, no more economical shock absorber which can be applied to selling costs, than Printed Salesmanship—sometimes called Direct Advertising—circulars, folders, booklets, pamphlets, catalog, broadsides, mailing cards, and all other forms of the printer's product susceptible of accurately carrying a powerful sales message to the eye of the prospective buyer.

All too frequently departments which carry the responsibility for sales look with distaste on the apparent inconvenience and detail which have to do with the building of Printed Salesmanship. And it cannot be denied that the construction of a campaign of Printed Salesmanship is no task to be undertaken lightly or without a full appreciation of the obligations involved.

Yet, after all, such an influence for sales differs in no wise

from the influence exerted by the personal salesman who, as indexed by the National Cash Register Company, only assays 100 per cent. efficient, when the following five attributes are actively present:

Health.

Knowledge of Business.

Systematic industry.

Honesty.

Enthusiasm.

Reconcile those human attributes with the mechanical features of sales printing and you have—

Vigor of presentation.

Comprehensive explanation of the proposition.

System and consecutiveness of publication and use.

Sincerity of expression.

Enthusiasm.

And with regard to this latter factor, bear in mind its prodigious importance in actually impressing the sales story deep into the reader's consciousness.

Markets, of course, are primarily in the mind. And the most profitable entrance to the buying mind is through the emotions, the feelings. How forceful, then, is that selling plan which contemplates the efforts of the personal salesman whose persuasive story attends the ear, fortified by the printed story which makes its appeal through the eye in interesting text, illuminating illustration, and often by convincing sample.

Because of shipping difficulties brought about by the weight of materials going into the construction of his product, a manufacturer of silos found territory restricted. Eight factory salesmen sold the output to retail representatives in farming community towns and county seats. But as these local agents became more deeply interested in the selling, and as the number of their individual prospects increased, their demand increased for assistance on the part of factory salesmen. They wanted help in closing. But an investigation disclosed two facts: First, the local agent was not mechanically familiar with all the details of the silo itself; second, he lacked thorough grasp of the benefits to be derived from the use of a silo. So the factory salesmen found themselves confronting a great deal of "missionary work" with respect to the general silo idea.

Finally a list was completed, representing 3,000 prospective purchasers and from the factory of the manufacturing company was issued a literal stream of informative, descriptive, convincing booklets, mailing cards, and illustrated letters, the whole campaign being calculated to educate the prospective buyer right up to the point of closing.

After three months' time the volume of sales, gauged by all previous records, had risen 30 per cent. At the expiration of a year, the company had more than doubled its business.

Edmund Burke once said, "Let us only suffer any person to tell us his story, morning and evening, but for one twelve-month, and he will become our master."

What more concise definition of the power of advertising could be enunciated? For here are emphasized the effects of the laws of iteration and of appeal, applied practically by that manufacturer of textiles who, having established his selling policy as direct-to-jobbers alone, thought the jobber's salesmen should be able to sell more of the product if their personal efforts were systematically supplemented by the manufacturer himself.

He confronted two problems. First, that of increasing the list of dealers who handled his output; second, of prevailing on present dealers to stock more complete lines. After explaining his purpose to his jobbing distributors, and working through other channels, he was able to build up a list of 8,500 retailers whose local distributing machinery he wanted to use. In two years he had created from this 8,500 list 4,000 truly "live" distributors who provide, through jobbers, a materially enhanced demand for all the products made by the plant.

Another manufacturer of textiles for more than fifty years had been selling his goods wholly through jobbers, in general competition with all other unbranded articles of the same kind. While the business gradually grew, at no time did it reach the commercial pinnacle of market domination.

Although jobber outlets were well consolidated, taking the entire output of the mills, only eight salesmen were found necessary to cover the North American territory.

Later, after determining to give individuality to his product, the manufacturer trade-marked it, and after building a retail list of 55,000 firms, he established a systematic program for the application of Printed Salesmanship.

To-day, after the passage of eight years, this same plan is being carried on in a more restricted way, however, than originally. Four mailings a year are issued to the retailer list which is still more than half a hundred thousand in size. The jobbing and retailing contacts established increased so rapidly, an expansion of sales force was required, now practically quadruple its original size, and the factory is continually oversold, although to-day it is the largest in its class. And the records of distribution compiled early in 1921 showed scarcely a department store, a drygoods store, or even a small neighborhood notion store in any city or hamlet throughout the United States, where this manufacturer's product cannot now be obtained. In essence, the entire market of North America is now dominated because personal selling efforts were extended and multiplied through Printed Salesmanship.

The story of Printed Salesmanship as put to practical use has always been a story of more sales, at reduced cost of making sales. It is a force adaptable to extreme restriction or limitless expansion.

SOUND PLANS MUST UNDERLIE SATISFACTORY PERFORMANCE

BY C. C. RONALDS

The Ronalds Press & Advertising Agency, Ltd., Montreal, Canada

TO MAKE direct advertising a success, the same plan must be followed that is followed in successful general advertising, that is, to draw up a definite program and schedule in consultation with a reliable firm specializing in direct advertising and then have that firm carry it through. To do that, the object to be achieved must be decided definitely beforehand.

This is precisely what happens in nine cases out of ten when a general advertising plan is in contemplation, but too frequently the direct campaign is a matter of the merest chance and haphazard. Too often it is like a huge broadside sent out by a concern in Canada during the war when its advertising manager was at the front. Sales had fallen off on one of their products which had formerly been a very good seller. Direct advertising had been neglected for months. Some one conceived the idea of a colossal broadside which would "shock" the buyers

into action. Nothing preceded it. Nothing was planned to follow it. It was a lone shot in the dark.

The advertising manager returned just as it was being mailed, and came in for the epidemic of criticism of direct-mail advertising which followed the failure of the piece.

Partly because this criticism was something of a challenge and also because the firm needed the business which he knew properly planned printed salesmanship would bring, he set about the task of preparing and executing a direct-mail campaign.

His first care was for the mailing list, which had gone stale through lack of use. Only those who use mailing lists know how fast the world moves. New firms come, old firms go, and unless a list is used constantly and revised promptly when revision is necessary, it becomes hopelessly out of date in a very little time. He divided his mailing list into four classes and designed a weekly, four-page bulletin. The first issue which went to the first classification only more than paid its expenses in the sales which it created. The second issue went to the second class and was equally successful. Each week one class of prospect would receive a bulletin, so that the entire mailing list was reached twelve times a year. In a very short time those executives in his firm who had been the severest critics of direct-mail advertising were so thoroughly "sold" on the bulletin idea that none of them would have parted with it.

How much more satisfactory was this bulletin campaign than the haphazard advertising idea which gave birth to the broadside with nothing before and nothing after.

The only way printed salesmanship can build bigger business is by way of a campaign carried on persistently, month in, month out, each piece of advertising a direct link in the chain of evidence and argument that you wish to place before your prospect, and designed not only to win new business, but to keep old customers sold.

Reaching your prospects once in a while is not enough. Few make that mistake in general advertising. They keep at it and at it. The isolated piece of advertising, whether general or direct, no matter how striking in appearance, will surely fail if there is not the proper follow-up. The world holds many potential buyers who never heard of Mr. Advertiser and his product.

Direct advertising is as yet only on the threshold of its career. It is destined to grow tremendously, but the duty of direct-advertising men is to check a spurious and artificial growth. The problem is not so much to teach business men to use printed salesmanship as it is to teach them to use it correctly.

And I predict a vast change when the majority of direct-by-mail printing houses get this idea firmly planted in their minds—that they can be successful only in direct ratio to the success of the campaigns which they plan for their clients.

VII

ADVERTISING AND RETAILING

How an advertising man would approach the retail advertising problem when denied the benefit of precedents—Selling store confidence instead of price—Where displays fit into the advertising plan—Practical pointers as disclosed at convention retailers' conference.

CRUSOE AS A RETAIL ADVERTISING PIONEER

BY ERNEST C. HASTINGS

Managing Editor, Dry Goods Economist, New York

IF ROBINSON CRUSOE had been an advertising man in a modern city with stores, newspapers, ultimate consumers, etc., but no advertising or no conception of what advertising is or does, what methods would Mr. Crusoe adopt in planning and launching an advertising campaign for the largest store on the island?

Bear in mind that Robinson is the only man there who knows anything about publicity. It is as new to tired business men, commuters, and other laborers as the first tooth is to the baby. How did he go about his work?

Crusoe studied the departmental reports for the past year to see what days of the week were the biggest in each department; after which he made his first chart. (See chart 1.)

The crosses indicate the peak buying for each section. Note that some have as high as four good days. Where this was true the biggest day was indicated in red.

The store's weekly total was then indicated on a graphic chart by days for even without advertising certain ones were found to dominate, and on the same chart the year's fluctuations in trade by months were shown.

Depts.	Mon.	Tues.	Wed.	Thurs.	Fri	Sat.
A.	*			*		
B.		*				
C.			*			*
D.	*		*		*	
E.		*		*		
F			*			
G		*				*
-H	*			*		*
I			*		*	
J	*			*		
K		*			*	

CHART 1

The crosses indicate the days on which buying is heaviest in each department of a large department store

Glance now at Chart 2 without comment and come back to it later, for many more facts must be had before we can make any definite or intelligent deductions.

Next another chart was prepared, showing the number of packages delivered in each ward of the city during the past year. (See Chart 3.)

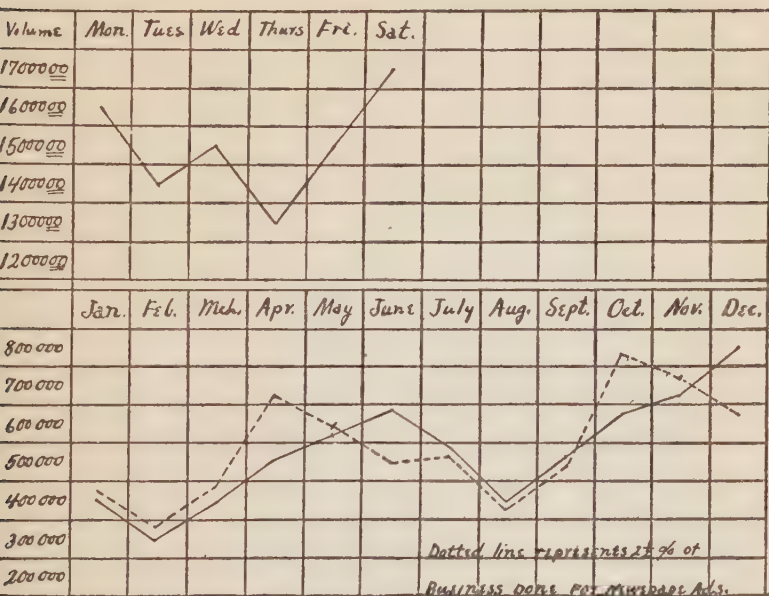


CHART 2

The solid lines indicate the volume of sales by days of the week and months of the year in a large department store. The dotted line represents the store's budget for newspaper advertising on a basis of $2\frac{1}{2}$ per cent. of total sales, and the months in which the appropriation was spent

Robinson knew, too, that poor people carry packages more readily than their wealthy neighbors so he divided the wards accordingly. He added 75 per cent. to the poor, 50 per cent. to the medium, and 25 per cent. to the rich. The result of the new classification is shown by the dotted line on Chart 3.

In approaching the newspapers he asked first for their circulation sheets or mailing lists according to the nine wards of the city. With this he made still another chart. (See Chart 4.)

He compared this chart with No. 3. The *Star* lines ran almost directly opposite to those of the store's patrons. The *Post* hit a

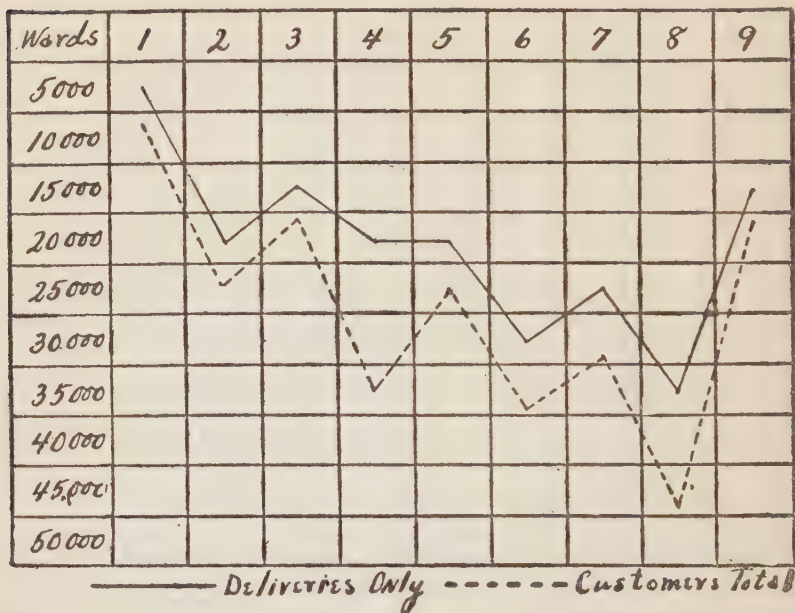


CHART 3

The solid line indicates the number of packages delivered during a year by a large department store in various sections of the city in which it operates. The dotted line indicates the total number of purchases

happy medium and the *Times* ran almost parallel, with the store's delivery map.

Thereupon Robinson decided to pass up the *Star*; give 70 per cent. of the advertising to the *Times* and 30 to the *Post*. Going back to the two lucky papers he put this proposition to them: I'll pay you 2 cents a line per thousand of circulation for adver-

tising and my rate is to be readjusted every six months if your circulation changes. This was accepted.

After a study of the mark-up for each department of the store, the owner was persuaded to allot $2\frac{1}{2}$ per cent. of the total sales of the previous year for the current year's advertising. The $2\frac{1}{2}$ per cent. was not added to each department straight but was apportioned according to the conditions surrounding the sections where different classes of goods were sold.

Crusoe hurried back to his office and dug up Chart 2. Even

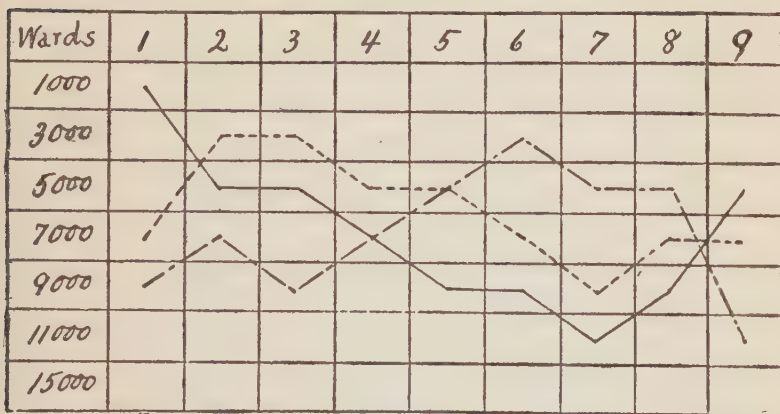


CHART 4

These three lines, indicating the circulation of three newspapers in the various wards of the city in which a large department store does business, are valuable in showing the relationship between number of readers and volume of store sales

though the figures might indicate it he reasoned that it would be foolish to spend $\frac{1}{6}$ of his money in December in spite of the fact that over $\frac{1}{6}$ of the business was done that month. Instead, he divided the year into four equal parts.

January, February, and March he let carry their normal percentage of advertising. April, May, and June he reversed, using June's appropriation in April and April's in June. July, August, and September stood. October, November, and December were reversed. This allowed the most money to be spent at the be-

ginning of each heavy buying season so as to get the cumulative effect of his season advertising back of the heaviest buying. The advertising expenditure is indicated by the dotted line on the chart.

Then referring to Chart 2, showing the buying habits of the public, he made up his budget for each day in direct proportion to its size in dollars and cents. Crusoe realized that it was desirable to make the days more nearly equal in order to save in operating expenses but he also realized that good money can be thrown away in doing this unwisely. It is better to go with the habits of the public for a time and then gradually educate them to buy on dull days rather than attempt a sudden change.

Robinson then gave the buyers monthly lineage allotments, using, of course, the advertising percentages shown on Chart 4. He did not attempt to tell the buyers what and when to advertise but he did insist that they should or must advertise, that a buyer must requisition his space at least ten days in advance except when some great emergency arose, and he must use his space on the days indicated as being best for his department. That buyers might know just what days they might advertise he put this chart on the wall of his office. (See Chart 5.)

Crusoe was particular to impress upon the buyers that while advertising helped them individually, it helped them in exactly the same proportion as it helped the store.

A happy medium was decided upon for the actual advertisements where the bulk of the space would be given to merchandise with a daily editorial of some kind telling of the various activities of the store. In this way immediate results could be had and yet the store and its place in the community could be impressed upon the public mind.

The inhabitants of Desert Island had never read an advertisement. In Crusoe's ads it was necessary to hold the interest of the public. Exactly the same as in your ads from day to day, the purposes of which include:

First—acquaint people with unfamiliar goods.

Second—remind people of things they need.

Third—give information about goods wanted.

Fourth—direct people where to get the goods.

Fifth—educate the people how to use the goods.

Translating this into terms of the store, it means—

First—move goods out of the store by telling people you have what they want.

Second—stimulate interest in different kinds or similar goods.

Third—sustain people's interest in the store between purchases or between visits.

Fourth—develop a sense of value in the customer's mind.

Fifth—multiply the customer's buying impulses. That is, induce the buying of merchandise which will leave so favorable an impression that the customers will come back to your store for their other needs or wants.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
A	*			*				*			*			*			*			*		*			*			*		
B			*							*						*								*						
C		*							*						*							*							*	
D					*						*							*								*				
E	*							*						*						*							*			
F		*							*						*							*							*	
G				*							*						*							*						
H			*					*							*						*						*			
I					*						*							*								*				

CHART 5

Indicating the days of the month on which buyers for the various departments of a large department store might best advertise their goods, based upon a study of Chart 2. The monthly allotment of advertising space for each department was based on a study of Chart 4

Crusoe then issued a statement of things which were absolutely forbidden in Mr. Jones's publicity, such as offering something for nothing, and using misleading comparative prices.

Mr. Crusoe gave the following outline to the buyers for preparation of copy:

First—tell how you got the merchandise.

Second—what it is.

Third—what it is used for.

Fourth—what it is made of.

Fifth—what colorings.

Sixth—how trimmed or ornamented.

Seventh—what sizes.

Eighth—price.

Ninth—any other information that would help in telling an interesting story to the public.

Crusoe, that he might know just how things were going, prepared a private chart which he kept on his table constantly. It showed the cumulative gain of each department, the cumulative advertising and cumulative selling percentages to date.

He gave each department the percentage of gain in business required or wanted by the store. When any one of them fell below that amount, he put it in red as a danger signal. When he found one continuing in this condition he looked to the advertising column to see if they were spending enough money. If not, he urged more newspaper space. If, however, the advertising expense appeared right he investigated the mark-up to see if the buyer was trying to make too much money. If so, he insisted upon a smaller margin of profit until the department got back on its feet and *enough* advertising was used to get the results.

So the business grew and grew and Mr. Crusoe became so happy in his work that when a ship came to rescue him he refused to leave.

INSTITUTIONAL COPY VS. PRICE APPEAL

BY ARTHUR FREEMAN

Affiliated Retail Stores, New York

IT DOES not require a deep thinker to see how essential to a retail business is a regular following, based on confidence earned through square dealing, faithful service, and the right merchandise at the right time, at the right price.

Advertising which is purely price appeal, or merely a sale appeal from day to day, even though the store backs it up religiously, does not attract the type of woman who prefers to deal regularly with one or two stores exclusively.

Institutional advertising should permeate a retail advertisement from name cut to base rule, and every offering, every sale,

every announcement, every item ought to reflect the institution, as such, as well as to announce the day's offerings.

This influence is more often felt in an advertisement than specifically seen. We might put two retail advertisements side by side, and have some difficulty in picking out the actual wording which in the one means institutional advertising, and in the other just commonplace description of merchandise. But we could easily feel which advertisement emanated from a store founded upon the rock of public confidence, and which came from a store that had a new mess of customers from month to month.

A store which is continually advertising in a hectic, highly seasoned way, calling every item the best, the biggest, the largest, the most extraordinary, the most unusual, and writing each description of merchandise as though it were the most wonderful thing they had ever done, is not building anything like the favorable impressions in the minds of its readers that certain other stores build.

There is a type of advertising which breathes sincerity, and yet has the punch. You know the advertising I mean. Its force is not in adjectives, but in the ring of sincerity in its very impression. You feel by the very flavor of it that the store has principles. You say, I don't know just what it is, but I feel that this advertisement was written and supervised by men who believe in the work they are doing.

Now, the flamboyant form of advertising does bring crowds, plenty of them, and many men will argue in its favor. But it doesn't last and there's the rub. Of course, if a store is not an institution, it cannot have institutional advertising: because, after all, we advertise just what we are—nothing more, and nothing less. The store which has no purpose but to make money as quickly as possible needs no institutional advertising, and usually has none.

But the store promoted by men to whom business means something more than dividends, men who love their work, who have a joy in contributing good to mankind, who have a pride in achievement—these men have the institutional spirit, and they get something out of their work that the mere dividend grabber and coupon clipper doesn't really understand. And what is more, they get the dividends, too.

All advertising ought to be institutional advertising, because all businesses ought to be institutional in the meaning of the word according to Webster and an institution, he says, is an establishment for the promotion of some object; an organized society or body of persons, usually with a fixed place of assemblage and operation, devoted to a special pursuit or purpose, the implication being that the purpose is moral and lofty.

If a store is a real institution then the buyer catches the institutional spirit from the boss, gives it to the stock boy and the salesgirl, reflects it in the market, and finds it blossoming in the advertising department; the customer finds it reflected in the merchandise and the service.

To be a successful institutional advertising manager, one has to begin with his grandmother. It isn't so much a question of technical knowledge, or training, or smart writing ability as it is a matter of fundamental character. And I would rather have an advertising manager of caliber and principle whose grammar had teeth in it, than entrust my appropriation to the cleverest low-life who ever wielded a Waterman No. 6.

THE MANUFACTURER'S RESPONSIBILITY TO THE RETAILER

BY PAUL FINDLAY

California Fruit Growers' Exchange, Los Angeles, Cal.

SOMETHING like \$4,000,000,000 worth of foods is distributed by the 400,000 food retailers every year—and of those retailers, 5 per cent. are money makers. That's all—5 per cent! Immediately below that selected few come 20 per cent. who run along with apparent success, but who really make no money. Finally, we have the 75 per cent. potential failures.

When a grocery salesman states that the profit on his goods is 20 per cent., he is really allowing the dealer only $16\frac{2}{3}$ per cent. For every merchant who knows business knows that he must figure on his sales instead of on his costs if he is to survive. The difference between 20 and $16\frac{2}{3}$ per cent. is $3\frac{1}{3}$ per cent; and 3 per cent. has been the average net earnings in the grocery business for many years. This fact is not in any considerable degree offset by the argument that the carrying of nationally

advertised goods brings other profitable trade to the dealer's store.

You recall Dickens' story of the huckster who planned to cure his horse of the bad habit of eating hay. By graduated diminishment, he got down to two blades a day. When about to congratulate himself, the horse died! In like manner have manufacturers contributed to the mortality of many retail grocers.

A case in point where a better plan was followed was the method worked out by the California Fruit Growers' Exchange. Beginning January, 1919, intensive, aggressive work was done on the retailer. He was visited individually across the continent by a man who knew the grocery business thoroughly, and who by his friendly approach and common-sense argument showed that he was working solely for the benefit of the retailer.

The work was based entirely on the idea that the Exchange could prosper only if the distributor received fair, equitable earnings out of its products. So the plan was to ascertain exactly what was fair, and then teach that to the retailer.

Men who were handling oranges at 6 per cent. gross, and therefore were losing money on every box, were shown how 25 per cent. was correct—and exactly why. Then, realizing how to make 25 per cent. and thus have 5 per cent. actual net profit, they could not choose but push this article. Men who had been getting 35 to 45 per cent. and not making money at that, were thus brought to see that it was speculation plus undue shrinkage resulting from long stocks and the slow turnover that operated to their detriment. The lemon trade was subjected to similar treatment and the net result was a tremendous quickening of sales.

And this did not end the effectiveness of the work. Jobbers who sat in some of the larger retailers' meetings were thereby sold on the plan and became enthusiastic boosters.

Thus the circle is about completely covered and the way opened for indefinite continuance.

This fact stands out in studying the above experience; that honest analysis, based on adequate knowledge of the special distributive problems, promulgated in a spirit of true helpfulness, with the thought of putting truth into merchandising,

pays bigger dividends than ever can be realized, on any permanent basis, by succumbing to the temptation to put things over on the retailer or to allow him to put anything over on himself.

BUILDING RETAIL ADVERTISEMENTS FOR RESULTS

BY FRANK A. BLACK

Wm. Filene's Sons Co., Boston, Mass.

ADVERTISING is news quite as much as other items in the newspaper where it appears. As the art of advertising develops it will be printed precisely as the news pages are printed. A great deal less attention will be paid to display and more care will be given to statements concerning the merchandise to be sold.

When advertising is handled in that manner, the advertising manager will consider each item in relation to its news value, editing the advertisement much as the editor of a newspaper edits the news. With type no larger than eight point (the size in which news matter is usually set) and with all the present competition in the matter of display eliminated, the advertisement that gets the most attention will be the one which is most interesting and written with the greatest skill. The subject of price will be subordinated to its proper position, which should always be secondary to quality. Illustrations will improve from an artistic point of view, and will really illustrate. Headlines will have to say something, because space will be limited. Exaggerations will be recognized for the poor and extravagant advertising that they are.

The reader then will regard advertising items just as he regards news items and will be interested most in those which are written with the greatest skill. In its ideal state all advertising will subordinate price to quality, illustrations and values will not be exaggerated, and headlines will, of necessity, say something.

Should advertising thus be reduced, or rather elevated, to a truth-telling basis, the public will regard it as a reliable guide for shopping. It will be a means of helping the customers to buy rather than of helping the store to sell.

When this time arrives there will be no need for vigilance committees, because business men will recognize that untruth is, in the long run, a definite waste.

DISPLAYS AS A PART OF THE ADVERTISING PLAN

BY GORDON SCHONFARBER

Gladding Dry Goods Co., Providence, R. I.

THE same type of mind, the same vision, are necessary in the fundamental planning of a display as in planning an advertisement or store event. The means employed in planning a display are different, but the successive psychological steps which every salesman, whether in print or in person, learns in the very primary grade of selling technique are the same—the same as your advertising planner uses daily as his tools.

If your store is of the popular or bargain type and you constantly employ price as the dominant appeal in your personal selling and advertising—go the limit and employ it in your displays, too!

But if you never mention a price in your advertising, how much more important that you do not placard the individual model gown that Mrs. Stuyvesant will wear to the Charity Ball before a thousand admiring eyes, with a ticket in a display.

If you are one of that majority, perhaps, of stores represented here—stores that cater to the better element of the community, yet which do not pretend in their store character to be Tiffanys or Altmans or Giddings—then let your price-displays or mark-outs be governed by the idea you are seeking to exploit.

And when the price-tag question comes along, settle it logically by asking yourself: Is price the basic idea? Then feature it strongly.

Is price a secondary consideration? Then give it merely passing attention as a matter of casual information.

Is price of minor consideration to the buyers of such goods? Then omit it.

The vital points covering the science of window display may be summed up in a few paragraphs:

First, give final authority for displays to some one possessed with not only the merchandise and artistic viewpoint, but with

a selling punch—some one who can harness the advertising and displays into an effective two-horse team.

Secondly, make every display work—do a specific job—leave a clean-cut idea in the mind of those who see it; either an idea which produces immediate buying, backing up an advertisement, or which leaves a definite thought about, or gives a flavor to, your store as an institution. Ask yourself in advance about every display: Just what do I want it to do?

Thirdly, be consistent in your use of prices in displays. If they will hurt rather than help, as in the case of exclusive fashion models, omit them. If they merely contribute to putting over the Big Idea, use them casually. If they really constitute the Big Idea of any particular display, emphasize them. But do not imagine that omitting them will make your store seem high class. Often it will do nothing more than weaken the pulling power of your display. Often it will scare off window shoppers. Ordinarily the public is entitled to know the price and resents it and often becomes suspicious if the price-information is withheld.

Prices do not need to be megaphoned to be used. They can be spoken in a moderate drawing-room voice, or even whispered. They can be used as flexibly as type. Do not let your store omit them just because it has not learned to use them in any but a clumsy fashion. Teach your store *how!*

Finally, if you will add to these points, frequency of change of your displays and their location—say every two or three days, or oftener if necessary in order to retain their news-value—and if you will vary your lines of merchandise, alternating high-class displays of fine merchandise with interesting, timely displays with a price interest, you will have my idea of an ideal fighting, selling display program that will make friends for your store.

VIII

ADVERTISING IN THE NEWSPAPERS

Growth of cities, economy in costs, flexibility as a medium create enviable position for newspapers—Distinction between local and foreign advertising—Vast opportunities for newspapers to render coöperation—Value of their medium analyzed at meetings of National Association of Newspaper Executives.

WHY NEWSPAPERS OCCUPY AN ADVERTISING PINNACLE

BY FRANK T. CARROLL

Advertising Manager, The Indianapolis News, Indianapolis, Ind.

WHEN, through the service of the A. A. C. of W., standards of newspaper advertising were elevated, removing much of the doubtful and suspicious copy from newspaper columns, it was inevitable that national advertisers should more and more approve the newspaper as a valuable medium for his sales promotion purposes.

Every ten years' census indicates that the cities are growing larger, and any analysis of general periodical circulation in the thirty largest cities of the country will show that it is impossible to cover the city adequately through this sort of advertising. To-day few new national campaigns are launched without the use of newspapers in larger cities of the country to put over the campaign in those cities. The time will come when national advertisers will realize the futility of attempting to pull a man or woman into a local dealer's store through a medium which is not read by the man or woman they are attempting to reach.

Newspaper advertising cuts selling cost because it entails no waste in locality of circulation. Manufacturers use it to cover markets where it is profitable to do business. Newspaper

advertising secures economical dealer distribution and good will because as a rule retailers are willing to sell products advertised directly to their own customers, since their experience with other newspaper campaigns has convinced them that such advertising produces tangible results.

Newspaper advertising enables the national advertiser to tell the readers of the paper where the products can be bought in their own city.

Newspaper advertising can be started and stopped according to conditions, and new copy can be prepared almost over night to meet new developments and to obtain particular results.

Newspaper advertising enables manufacturers to check sales results and costs in every market in which they enter, a thing that is impossible in general periodical advertising.

The biggest asset, perhaps, in newspaper advertising is the coöperation which practically every newspaper is now willing to give the national advertiser. This coöperation may cover an intimate study of the market, competition, resistance to the product, etc., and may go so far as to secure dealer coöperation in stocking the goods and making window displays, as well as in tying up with the campaign through the dealer's own advertising.

WHERE LOCAL AND FOREIGN NEWSPAPER ADVERTISING DIVIDE

BY JOHN BUDD

ALL advertising in a newspaper is intended to accomplish something in that newspaper's circulating radius and with that newspaper's readers, either to cause them to buy something somewhere, or to bring about some other market condition than that which prevails. In that respect there is no fundamental difference between the so-called general and local classifications.

The history of the development of newspaper advertising clearly shows what has led to the separation into general and local classifications. Almost within the memory and experience of some men still actively engaged in the business there was local advertising only in newspapers. Occasionally some concern, reaching out for other worlds to conquer (frequently so-called patent medicine manufacturers), made efforts to buy

space in others than their home newspapers. Their business called for special handling; the matter of credit and collections was important. The publisher made a rate to provide as well as he could for these things based largely on what he could get in the haggle that ensued. All too often it was an unsatisfactory and unprofitable deal, both to the publisher and to the advertiser.

There gradually came into existence a number of agents, who arranged with lists of publications to insert such copy as they sent to them, for a special price, the agents either having a confidential rate with each of the publications listed and selling the space for an increased price they themselves fixed, or, selling the special price, in which case they were allowed a commission thereon by the newspapers.

That was the start of the advertising agency business, and some of the customs growing out of the circumstances of those times are unchanged to-day. As the work of some agencies developed and their at first somewhat restricted lists were extended and finally made all-inclusive, they were called "general agents" to distinguish them from those who served a definite and restricted list and were called "special agents."

Newspapers adopted the practice of calling all business which came to them through the agencies, or from the field the agencies occupied, foreign; and all from home or near home, local. They provided rates and methods for handling each classification along lines best suited for each, and so it continues to this day.

The newspaper publisher is clearly within his rights in so doing, and when it is properly done, and the two fields are not allowed to encroach on each other, he follows warranted business practices, which have fairly comparable precedents in every line of manufacturing and merchandising.

The perfectly ideal condition is the one in which exactly the same rate card applies to each and every inch of advertising space in a newspaper, but the realization of this perfect ideal, if it ever comes to pass, must first take into consideration and dispose of a multitude of things in the procedure of handling all advertising space, even including general agency relations, practices, customs, etc., on which there is far from a unanimous opinion at this moment.

Pending the arrival of such a period, and surely not delaying

it if it is to come, a plan should be made operative that will prevent the under-selling in the other's territory, either of the general field by the local, or the local field by the general. The publisher seems fully able to prevent general agencies or general advertisers from jobbing his space at cut rates in his local field, where the general card under some conditions operates in favor of the general advertiser. He should arm himself equally well to prevent the reverse procedure.

As a working basis the following definition is advanced:

"National or General Advertising is that paid for directly or indirectly by the non-resident manufacturer or distributor. Local Advertising is that actually paid for by the local resident or establishment."

BROADENING THE NATIONAL ADVERTISER'S OPPORTUNITIES

BY FRANK D. WEBB

Advertising Manager, The Baltimore (Md.) News

NATIONAL advertising through newspapers can take advantage of all sorts of conditions in different sections—business or labor conditions, the weather, politics, and a thousand and one other things which the local advertiser uses and which the national advertiser could similarly use, particularly when he has local representation with whose coöperation to help adapt his copy.

The newspaper is local and national at the same time—in the various localities in which it is used the appeal can be localized to the point of telling the consumer where the merchandise may be bought, giving the firm names and street addresses.

Our one weakness, apparently, in the eyes of the national advertiser is that we are too dense in circulation areas.

We have nothing to compare with the average periodical list's thinness of coverage. There is no group of newspapers in the United States so weak that it offers a nation-wide circulation as light as that of the average periodical publication list. Looking at it from that point of view, even though periodical advertising is three times as expensive per thousand circulation, it is cheaper to buy so-called national advertising than real national advertising through newspapers, because you can buy it spread infinitely thinner.

The coöperation possible through the various newspaper organizations all over the country is steadily mounting to a higher and higher plane; a coöperation at times perhaps capable of embarrassing reaction as our own experience is proving with some of the great national concerns with whom we are attempting to coöperate and whose distribution we find, after years of so-called national advertising, is just about as dense as the media which they have been employing.

To newspaper men who have made an intensive study of this situation, the future seems bright with promise. Because the deeper we go into the things that the national advertiser has left undone, the greater we realize are the things which he will yet do, much of it automatically as a matter of course.

HOW EVEREADY GAINED THROUGH NEWSPAPER COÖPERATION

BY MARQUIS REGAN

Merchandising Counsel, The American Eveready Works

NEWSPAPERS have made great progress during the past five years in getting the national advertiser to let them help him improve his distribution, accomplishing this in two specific ways:

First, by selling the national advertiser the quick-acting power of newspapers in moving goods off the dealers' shelves, and

Second, by coöperation with his sales organization in solving his local distribution problems.

During the past five years, a new vision of the power of local newspapers has reached many sales directors in this particular respect; that sales effort by the retail trade cannot be maintained continuously month in and month out; that constant competition by twenty or thirty national advertisers for the exclusive attention of the dealer cannot possibly be successful. The new idea, the success of which is now proved beyond any question, is for the advertiser to set aside certain periods during the year when he is legitimately entitled to the dealer's coöperation, to give the dealer unusual coöperation at these times, with full advance information as to what the sales effort is to be and what it will produce for the dealer. Newspaper advertising occupies almost an exclusive field in crystalizing the dealer's sales effort for such campaigns.

As practical examples: In 1916 the American Eveready Works wished to establish its Eveready trade-mark in the public mind as applied to electric flashlights and batteries. The company had some 15,000 dealers and several hundred distributing jobbers, and these jobbers had several thousand salesmen, all selling the Eveready product to the trade. We planned the name contest campaign which was offered to the public through the dealers' stores and brought 531,000 replies. The publicity of this campaign is a matter of history, but few people realized that a large share of its success was due to the use of local newspapers by a large proportion of the more than 30,000 dealers who participated. We sent our own salesmen out canvassing the dealers of the country and took their signed agreements to use local newspaper advertising. They tied this up with their contest window displays, and their sales during the single month of October, 1916, were so large, and the turnovers of goods so rapid, that several thousands of dealers have continued to advertise Eveready goods in their local newspapers ever since.

The company had never used any newspaper advertising and did not buy any space during that campaign, but the results were so clearly shown that when the contest awards were announced in April, 1917, the company purchased newspaper space throughout the country and the dealers spent of their own money several times what the company spent in local newspaper advertising to make the prize announcement campaign a complete success.

From this point, the use of newspapers by Eveready advanced rapidly. Competitive conditions were very bad in many leading cities, and cut prices among competitive dealers were a constant source of trouble to the dealers selling Eveready flashlights. The answer to this problem was found by throwing the sales organization into these cities, getting the dealer to stock the goods, display and push them on the strength of local newspaper advertising during certain specified weeks and months. The net result was a most gratifying total of sales and the establishment of thousands of dealers whose Eveready business has grown steadily ever since. This work took place during 1917, 1918, and 1919. Here also was shown how the symbol designating the regular Eveready dealer's store could

be advertised in the newspapers so that the public would recognize it and look for it, going down the street.

This newspaper advertising had another valuable effect. It made the dealers in any one city feel more like members of the Eveready family and eliminated a good deal of unfair competition between dealers, it being demonstrated that there was plenty of business for all.

As a result of the company's experience in merchandising its goods with newspaper coöperation, newspapers were selected as the leading medium for the \$10,000 contest campaign which was put on throughout the country during June and July, 1920. Preliminary to this campaign, the dealers were thoroughly informed as to the local advertising, and on the strength of the plan more than doubled their purchases of Eveready goods for the first six months of the year as compared to the first six months of 1919.

"JOBGING" OF LOCAL RATE UNFAIR TO AGENCY

BY FRED P. MOTZ

J. N. Brandon Co., New York }

BECAUSE the practice places the advertising agency at an unfair disadvantage, a stop should be put to advertisers asking, and local newspapers permitting, a local store to job its local rate. For thus the national advertiser gains the lowest rate, not as a merited concession, but because of purely local conditions or because the local advertiser uses a large amount of space in his own advertising plans.

Agencies of to-day have fully equipped, thoroughly manned, high-priced organizations, constantly surveying fields for new and old advertisers at a terrific expense, constantly doing missionary work with prospects for the development of new newspaper advertisers, and it is obviously unfair for the newspaper at this time to encourage the recent move of several general advertisers to eliminate the developer of his campaign by the placing of this business through the local dealer.

It is obviously false economy for a paper to create an unhealthy condition in the national field as to rates by the present increasing jobbing evil. Local rates are notoriously low, un-

certain, and unsatisfactory. National rates are stabilized, fair, and reliable. If the millennium could be reached, naturally the ideal condition would be equalized local and foreign rates, a rate based on a graduated scale applicable to both local and foreign, with possibly a fair differential of about what is agency commission—national advertisers being willing to pay this differential because of the superior general agency service rendered them, not only in the preparation of their copy but the handling of their salesmen.

Publishers throughout the country are fooling with the very foundation of the advertising business when they allow local advertisers to job their space to national advertisers.

IX

ADVERTISING IN BUSINESS PAPERS

Before business paper advertising can pay best, advertiser should explore all factors controlling buying habits in industrial markets—Developing demand for raw materials—Factful talks mark sessions of Associated Business Papers, Inc.

SPEEDING MOVEMENT OF GOODS FROM INDUSTRY TO INDUSTRY

BY F. M. COCKRELL

Promotion Manager, McGraw-Hill Co., New York

HERETOFORE most of the the major part of advertising thought has been devoted to promoting the movement of the manufacturer's *finished* product to the consumer. The marketing of raw materials to the manufacturer and the movements of all the component parts have received comparatively little attention from professional advertising men. This condition has resulted in limiting the service and opportunities of advertising.

The individual consumer of products for personal use is the most obvious, and numerically the largest, of all markets.

No expense has been spared to find out exactly how the lady of the house disposes of the family pay envelope. The amount of spending money allowed friend husband has been checked and double checked. The relative wear and tear on the clothes of little brother and sister have been carefully estimated. Even the expense of an addition to the family has been itemized.

It is only natural that these markets should be studied first. They represent the simplest and easiest entry to the advertising business.

Once more there is a call for plans based upon an intimate

knowledge of market conditions. Pat phrases and high-sounding theories will no longer suffice. There has come a gradual realization that industrial markets present an exceedingly complex problem for advertising and that nothing less than a diligent and systematic study of the peculiar conditions affecting each industry and product will get efficient results for the advertiser.

An alarming rate of turnover in industrial accounts has resulted from the failure of advertising men to explore all of the factors which control the buying habits in the industrial markets. It frequently happens that the most important element in marketing an industrial product is far from obvious.

How much actual research has been made by advertising men to determine the potential market for copper, zinc, and other basic metals? How far have advertising men contributed to the application of merchandising methods to the distribution of fuel, electricity, and other commodities of which industry is the dominant consumer? These problems are being studied on a large scale to-day but mainly by engineering societies, trade and industrial organizations. The experience of advertising men would be of inestimable value in such investigations.

A great drive to eliminate industrial waste is now under way. It is probably the most important single idea, and means as much to our future prosperity as the idea of mass production. Advertising passed out of the charlatan stage when it became identified with the legitimate enterprise of the manufacturer. The new movement forms the meeting ground of advertising and engineering and both professions will profit by a coördination of their efforts.

Advertising and standardized quantity production have gone hand in hand in raising the standards of living of all the people. Advertising made the market and quantity production multiplied the output. Advertising standardized the buying habits of the people and standardization reduced the cost of manufacture. A tremendous speed was attained and it was the wonder of the world.

But now we have come around to the point of repeating the process on a new and larger scale.

Henry Ford once walked through the plant of an electric motor company and quite naturally made the suggestion: "You ought to find out what size of motor is most in demand, concentrate on that one size, and get the big end of business by

being able to sell it at a lower price." There is food for thought in the suggestion.

During the war real progress was made in reducing the variety of types and sizes of many products used by industry. The opportunities for standardization, with resultant economies, is practically unlimited. It is a job for advertising.

But standardization of materials and machinery in common use is only one of the ways to eliminate industrial waste. The replacement of inefficient methods and antiquated equipment is a most important field for the cooperative endeavor of the engineer and advertising man.

Much has been said about the importance of agricultural development. We have been reminded that the farmer is the one who feeds us, that without him we would perish. We all know that there are tremendous wastes in the agricultural processes of to-day in spite of remarkable progress in recent years. When waste land is brought under cultivation, when scientific methods are applied to increase the yield of the soil and destroy the enemies of the harvest, the wealth of the nation is multiplied.

The big job before us to-day is the speeding up of industry, and advertising is destined to play a vital part in the process. Promoting the economical movement of goods from industry to industry represents the widest and most profitable field opened to advertising during the next decade. The measure of our success will depend upon the service we render. But our service must be guided by intimate and accurate knowledge of industrial problems. Only conscientious and thorough research and analysis will give us the facts.

If you picture green fields in terms of growing and ripening grain soon to be harvested; rich fields that will provide nourishment and wealth for the nation; the thought applies most admirably to the promising field of industrial advertising.

LOCATING RAW MATERIAL MARKETS THROUGH BUSINESS PAPERS

BY AUSTIN L. BLACK

Advertising Manager, Pacific Lumber Co., Chicago

ALTHOUGH our product, California redwood lumber, has a wonderfully varied field—and we have used business paper ad-

vertising resultfully in marketing it—one of the chief benefits is that this advertising, for the first time, has fixed in the minds of every one in our large company, from the factory man up to the president and board of directors, exactly the relation that our product bears to every business in which it is used. We have written and are printing a business Bible which can be read over and over, always with the same result—a surety and satisfaction that we really have a right to be in business, and need apologize to no one for that fact. In so large an organization as ours, I feel that that confidence alone might be worth all that the advertising space costs.

Let us set down, in the order of consideration, each step of our early work.

First: Determining the distinctive qualities of the product, without any consideration of cause or effect as these are copy matters.

Second: Ascertaining the available supply of the product, and our possible yearly output. These factors aid in determining (A) Whether the product must be quickly marketed or the sale must be extended over a long period of time. (B) Whether there is a possibility of another material replacing our product before our supply is exhausted.

Third: Past uses of our product, and the reasons for its previous limitation of use.

Fourth: Present uses for the product, which should be extended into territory previously neglected.

Fifth: Future possibilities of extending the use of the product to purposes not now known.

Sixth: The forms, shapes, and sizes, in which the material may now be delivered to users.

Because of the many hundreds of years necessary for nature to produce material of the character and quality we now possess, there is no possibility of its replacement by another material of like quality. Therefore, the tendency will be for our material to increase in value as our supply diminishes through use. So our thoughts drift toward the use of mediums which are information carriers in established lines of industrial endeavor whose present readers may use our product now or in later years, and which papers, because of their established character, will automatically attract new readers of the same class,

who in the coming years will engage in work where our product can be used.

Our advertising in these business journals not only serves the immediate demand, but tends to build up a cumulative impression in the minds of the same readers year after year. So we might be constructing future sales possibilities, from which we will profit in an ever-increasing volume, when, eventually, the established buying and specifying factors in various industries know of, and believe in our product, as we do now.

Such mediums afford us the opportunity of sitting in with other manufacturers whose experiences have been similar to ours, and who will have a sympathetic understanding of our problems, and therefore be impressed, and be inclined to consider the reasonableness of any statements we publish.

In order to feature both the substitution and replacement values of our material, we naturally must reach those active individuals and concerns whose established requirements make replacement necessary, or substitution desirable. Again we reason that those papers which have made possible the use of materials we can improve or replace are the natural sources of information tapped by manufacturers who may be looking for exactly what we have to offer, and the history of the results from business papers seems to argue for their use.

As to the future, now unknown possibilities for the use of our product, without a doubt, will be found in closely related lines to those already acknowledged. What is more natural than that those industries now accepting our material, and thus realizing its qualities by their intimacy with its values, shall be the ones most apt to extend its application? Again the business papers of these industries seem to offer the means of suggesting extended uses, as well as recording new uses, found practical by others in the same or similar enterprises.

So, having determined that we have a product worth talking about, and having set down a foundation of facts and their relation to each other, and, treating these facts as being understandable to business men of the same average intelligence as ourselves, it has seemed that at the end of each line of reasoning the business papers are waiting to carry each special message into each specific field.

Our preliminary studies of our product and its fields made it

possible to be specific in our advertising statements, to distribute the information through specific channels, to stick to our story, to plan ahead for a long time the development of our argument, and the results already from our business paper campaign indicate that we are building on a sound foundation for future business, while at the same time there are daily evidences of recognition by our trade of the saneness, and increased extent of the effort we are making to establish our product permanently and thereby promote profitable trade with all who can use it.

In tabulating the costs of our advertising, we find that one third of our appropriation is invested in general and class papers, another third in business papers, and the remainder in follow-up work.

SOUTH OFFERS OPPORTUNITY FOR BUSINESS PAPER COÖPERATION

BY W. R. C. SMITH

President, W. R. C. Smith Publishing Co., Atlanta

IN FOUR years of exceptional prosperity, the South has accumulated material resources so great in extent that they could not all be dissipated in a few months of business readjustment. These resources are still with us in the form of modern equipment on thousands of farms, in enlargements and additions to hundreds of factories, in a large unsold proportion of last year's cotton crop. We can say in all sincerity, therefore, that the South is in far better shape for the long pull than it was before the war.

With the sudden deflation in the price of cotton came a nearly unanimous decision on the part of the Southern farmers to refuse to pay inflated prices for what they have to buy; but in this very fact lies our greatest hope of a quick return to normal conditions. Southern farmers are raising the cheapest cotton crop that has been known in a decade or more. Careful estimates indicate that the average cost of this year's crop will vary from ten to seventeen cents depending on location and condition.

This was the basis of the dark picture that was sent out from the South last fall. It was the basis of the stories of "frozen

credits" about which you have all heard. But the cotton grower as a class is a good sport. He has made good profits on his cotton crops during recent years and he has, therefore, been in a position to absorb some of his losses. He has reduced his cotton acreage and has increased his plantings of foodstuffs. This reduction in cotton acreage has been variously estimated at from 10 to 55 per cent., but it will probably run lighter in Texas than in the eastern end of the belt. The average will probably be 30 per cent., which would indicate a crop of approximately four million bales less than was grown last year. While there are more than six million bales of last year's crop yet to market, the total of the holdover plus this year's short crop will not amount to much more than a normal crop. There is no question but that with the German reparation question apparently settled, Europe will be able to make more rapid progress in the rebuilding of her industries and an increased foreign demand for American cotton is to be expected.

A reason for the rapid recovery of the Southern textile industry is the excellent physical condition of the properties. Manufacturers in this section have installed much modern automatic machinery in their mills, and the higher increased wages paid during the war period and since has not decreased their interest in this direction. Furthermore, a good percentage of their profits during the past few years has been used for the purchase of new equipment and for upkeep. Therefore, the depression found them physically and financially fit, and the rapid recovery now going on is due to the preparedness and foresight of these keen-eyed captains of industry who have charge of the destinies of our Southern mills.

We may as well be frank in admitting, however, that in the South as well as in other sections of the country, we need not expect a complete return to what is popularly known as "normalcy" so long as prices remain far out of balance, so long as the largest class of consumers has to sell at pre-war prices and has to buy at inflated prices. In the remedy for this situation many factors are involved, but perhaps the most important of these is the necessity for educating the public into a better knowledge of the principles of economics—to a realization of the fundamentals of permanent prosperity.

In this work the business papers have a vital part. For

instance, those papers which come in contact with merchandising interests have a most important task in educating their readers to the necessity of taking losses quickly, passing on price reductions as soon as they are received, and basing future plans not on the abnormal conditions of nineteen nineteen and twenty but on the more normal conditions of nineteen thirteen and fourteen.

In this way we may hope the sooner to free ourselves from the burden of a sellers' strike. The phrase "sellers' strike" is used advisedly; for it is as applicable to the present situation as the more popular term, "buyers' strike." It seems that at the present time, in every branch of trade from manufacturer to retail dealer, the fact is often overlooked that people must still eat and drink, wear clothes, till the soil, and carry on as nearly as possible their usual activities. In the four years or more of easy selling conditions we seem to have forgotten what real salesmanship means.

And not only do we find that our dealers and distributors have been too prone to take it for granted that people would not buy but also they have too readily assumed that the customer could not pay. We should remember the rather startling information given us some two or three months ago by John Skelton Williams, former Comptroller of the Currency, to the effect that at that time about half the nation's supply of currency was unaccounted for, was out of circulation. We know that we have our share of these vanished millions in the South; it is hidden away in the old sock, or under the mattress, awaiting a return of confidence and an insistence on the part of the business world that it be placed in circulation and put to work.

"ONWARD," THE WATCHWORD FOR ADVERTISING

BY RICHARD H. EDMONDS

Editor, Manufacturers' Record, Baltimore
(Telegraphed to Jesse H. Neal, Secretary, Associated Business Papers)

FROM the earliest of biblical days the value of advertising has been more and more clearly seen. Through all the ages men have realized that without publicity or advertising their efforts would be in vain.

The inspired writer in chapter twenty-four of Numbers said, "Come therefore and I will advertise thee," and in chapter four of Ruth we read, "I thought to advertise thee."

The mighty display advertising campaign of the British Government in raising a volunteer army of five million and the similar work by our Government in selling Liberty Bonds were all merely an expression of appreciation and a growing realization of the power of advertising.

Without advertising England could not have raised its mighty volunteer army. Without advertising the United States could not have found twenty million bond buyers. The same power of advertising could now sell prosperity to the whole country. There is enough to write about and talk about to stir the nation to a realization of our country's limitless resources and illimitable development potentialities. The power of all-pervading, all-compelling advertising work literally alive with the fire of truth and enthusiasm would quicken every heart-beat, would thrill every American, would stimulate the young to deeds of achievement in the business world to match the achievements and the glory of the battlefield and would stir afresh the blood of the old.

The flag of America's patriotism unfurled in advertising rightly done, the bugle call to work, the drum beats' charge would lead us on quickly to commercial power and glory and prosperity. Then down with the pessimism of the faint-hearted camp followers, down with the pessimistic spirit of the financial interests which are afraid to broaden out and which are rather inclined to shrivel up business than to enlarge its operations, and up with the flag of optimism!

Onward with "Sound the Charge" through every well tested and proved advertising method.

Then we would soon see a mighty army of a nation of one hundred and five million people putting to disastrous rout every faint-hearted preacher of pessimism in bank, in office, and in factory. Some say, "We cannot afford to advertise." The answer is, "You cannot afford not to advertise." Others say, "Why advertise when there is no business to be had?" The answer is, "Because the only way to create business is by advertising." Some banks say, "Why advertise when we have no money to loan?" and the answer is, "No class of business

ever needed to cultivate the public's favor more than bankers now do." Perhaps they may have no money to lend to-day, as some say; but he is not a good banker who fails to sell credit to every customer who has the proper security with which to buy it. A banker borrows money from his depositors and sells credit to his borrowers. It is a merchandise transaction. It would be a poor merchant who could not find ways to provide goods for his customers so long as they could pay. It is a poor banker who cannot find credit to sell to his customers so long as they are likely to pay the price and assure the final redemption. Bankers therefore cannot afford not to advertise especially at the present time. Nor for that matter can any other class of business men.

As typified in the work of the advertising convention newspaper publishers intensify their ways and means of advertising whenever business men lessen theirs. Many industrial interests shut down when business is dull; but when business is dull live newspapers push out with greater vigor than ever before. They practise what they preach. Let others follow their preaching and their example and soon once more would be heard "the music of progress, the whirl of the spindle, the throb of the locomotive, the roar of the furnace." Pessimism would be buried beneath the abounding spirit of optimism. Credit would be restored to the merchant and the manufacturer. The banker would no longer be afraid to do business. The spirit of patriotism for business is as vitally important to the nation's welfare as was the spirit of patriotism for the war four years ago. The slacker then was a coward. The slacker and the pessimist of to-day are doing the country infinitely more harm than did the slacker of war times. May the work of the advertising convention lift aloft the banner of business patriotism and stir the nation to follow where it leads!

X

ADVERTISING THROUGH SPECIALTIES

Persuasive friendliness a factor of ultimate results—Applying the specialty to the advertiser's specific need—Assisting the salesman to provide true selling service—National Association of Advertising Specialty Manufacturers discuss basic problems and benefits of their industry

ADVERTISING SPECIALTIES IN THE GENERAL CAMPAIGN

BY J. B. SHORT

General Salesmanager, Whitehead & Hoag Co., Newark, N. J.

CONCENTRATED advertising force must be exerted to give point to the general advertising campaign, and the peculiar advantages of advertising specialties come when the advertiser realizes his opportunities for individualizing his general appeal. It may be that there are only a few hundred, or there may be thousands of important individuals that can be singled out, "key" men as it were; not possible individual purchasers of his product, but those who wield a large influence in a wide circle. They, of course, are reached by the general publicity campaign, but they are of sufficient importance to have something special directed their way.

For instance, when you give the dealer or clerk a useful advertising article you make a sure appeal to his self-interest, because it shows him he has been singled out as one of sufficient importance to be asked personally for his coöperation. It gets his attention and interest because it appeals to *himself*. Through the friendly appeal of specialty advertising you may add the human touch, which arouses personal interest and developes good will for your product.

I asked a clothing retailer what class of men were especially good prospects for the sale of Stetson hats. He said pro-

fessional men, such as lawyers and doctors and dentists, also bank officers, bank clerks, and business men in general. I called his attention to the fact that his place of business, being located in the downtown section, was surrounded within a radius of a quarter of a mile with dozens of banks and office buildings. I suggested that he prepare a list of the different individuals, calling his attention to the fact that right at the moment several of his men clerks in the store were not busy and that they could readily help him in preparing these lists, possibly going to the office buildings and copying the names from the directory in the lobby. Also that they could take the business section of the telephone and city directories and copy out the names of the desirable class.

In the course of time he would have a mighty valuable list and after this was in hand it would be a good idea to mail to these names a useful, dignified, lasting advertising specialty, with the copy thereon prepared with as much care as if he were placing it on a bulletin board or in a newspaper, calling the attention of the very man he desires to reach in each instance to the fact that his store is within "a stone's throw" of his office. Eventually he could arrange it so that *the very man* whose business he would be soliciting in this personal manner would have several advertising specialties in his possession, containing the dealer's advertisement, and they could be designed to be such as would go on to the desk, into the pocket, and into the home, resulting in the prospective customer being surrounded in a pleasant, dignified way with a constant reminder of the dealer and his Stetson hats.

Then there is the manufacturer of certain things who has only from one to five thousand possible purchasers of his product or products. He goes into one or more trade journals with circulation claimed in total all the way from ten to fifty thousand. Certainly there is a lot of waste circulation here.

In approaching such a prospect to compile a customers' list we advise him to concentrate on the actually known individuals that he desires for new or better customers. We advise him to keep up his general publicity and adopt the use of advertising specialties in conjunction therewith.

According to the best available information there are fewer than 3,000 shoe manufacturers in the United States, large and

small, good, bad, and indifferent. Probably from this list the shoe last manufacturer could make up a "preferred" list of about 1,000 concerns to be concentrated upon. Suppose that, in addition to carrying his general publicity appeal in the monthly issues of trade journals, he decides to issue his own "house organ" or monthly publication, but that instead of its being made up of cardboard or paper, such as has become so common, he adopts the use of materials that possess much more individuality. In other words, he selects twelve good, lasting, dignified advertising specialties, one to be sent each month to each one on the list, selecting articles such as will go on to the business man's desk, into his pocket, and into his home. You are getting mighty close to a man when you are getting into his pocket. You can get your advertisement on his desk for a few cents, whereas if you offered him dollars for the equivalent advertising space on his desk he would resent it. As for placing an advertisement in his home that is still more difficult, yet it can be readily accomplished by sending him something that he would naturally take home to his wife, such as an attractive tape measure or mirror; something for the sewing basket.

You will see that through the employment of this method many of the "hopes" above referred to would be eliminated. For instance, with the right sort of a list containing the names of *the very men* there wouldn't be any question about their "subscribing" or receiving.

It is difficult to conceive of a man placing an order for shoe lasts or anything else without at least being psychologically reminded of the shoe last manufacturer when he orders or issues instructions for a quantity of shoe lasts to be ordered the next time.

All that has ever been said in favor of direct advertising must be said in favor of direct specialty advertising. The most carefully prepared circulars and genuine letters, and the most expensive booklets, brochures, and catalogs are of necessity laid aside, filed, or destroyed. This is not true regarding the carefully selected advertising specialty with its carefully prepared message. Its advantages are plainly obvious.

On the other hand, we would advise the adoption and continued use of well-chosen general publicity advertising of the established sort, but our suggestion is always to include an

advertising specialty as an enclosure with some of the paper-printed direct advertising.

If you haven't a reliable list of firms and individuals who should be on your books as customers or who are already on your books as fair customers but who should be *better* customers you certainly are not up-to-date. In preparing such a list, sufficient time and care should be exercised so that it will include in each and every instance the name of *the very man* that you should place your proposition before by mail, just as certainly and as forcefully as if your special representative went to call personally.

In all cases your rifle should be aimed at *the very man* that you know can send business in your direction. If, during the course of, say, a year, you send to *this very man* a series of six or more useful, dignified, advertising specialties, containing your message, it will mean that he will have a daily reminder of you on his person, in his office, and in his home.

The right sort of well-chosen advertising specialties sent to *the very man* with their messages as carefully prepared as would be a spoken or written advertisement of any other sort, comes as near to the personal contact as anything can. Such useful advertising specialties have one advantage as compared with the personal contact, and that is that after they make their personal call *they stay in existence* as a pleasant reminder of what was said and they go on indefinitely carrying the gist of a message or messages under the most favorable circumstances.

If you know of a dozen, a hundred, or a thousand or a *hundred thousand very men* that should be new or better customers, why not go to them direct and tell them so and do it in such a way that they cannot have any mistaken idea about your desires?

HOOING UP PERSONAL SELLING TO HOUSE POLICIES

BY H. G. HUSE

Of Brown & Bigelow, St. Paul

It is unnecessary to remind you that the things we are really selling are ideas, and not merchandise. But you know that ideas have not always worked. In a number of cases, there

has been a hitch somewhere. The idea and the specialty have not produced.

A year and a half ago we tackled in earnest this problem of making advertising specialties pay the advertiser. Frankly, we know that there was, scattered over the country, a number of disgruntled users of specialty advertising who had not secured the results they should have secured from their investment.

From the very outset of the advertising specialty business it had been evident that one unfortunate feature lay in the necessity for passing one man's idea along to another man for execution. The experienced advertising specialty salesman analyzed the customer's situation, outlined a plan, and furnished the means of carrying it out. It was then up to the customer to put the plan into work. The salesman, who served several hundred clients in the course of a year, could not be on the spot at the time of distribution. Nor could he keep constantly in touch with all of his customers. Often six months, sometimes a year, elapsed between the time he outlined the idea and the time the customer actually used it.

To fill in this gap in our service, we had, in the past, employed various methods. For the last fifteen years we have maintained a Service Department, the function of which is to supply distribution ideas to those of our customers who request them.

A limited number of customers took advantage of this service. A greater number did not. Their interest and enthusiasm in the specialties they had purchased had waned before the invoice arrived. Perhaps it was rekindled, to wane again before the specialties were actually distributed.

This was the situation as we analyzed it a year and a half ago. Since we could not rely upon salesmen to do this educational work which seemed so important if advertising specialties were consistently to pay the advertiser, we turned the job over to advertising. We renamed the service we had been rendering for twenty-five years, Remembrance Advertising. We defined that service as the promotion of a greater friendliness in business. A thorough analysis of our entire line proved that practically every specialty we made had this as its basic purpose.

We prepared a series of advertisements which told the story

of Remembrance Advertising, and ran these advertisements in a small group of magazines.

It was the same story our salesmen were telling. It was the story that had been selling advertising specialties for twenty-five years. It was the story which advertising specialty users needed to keep in mind in order to distribute them with enthusiasm.

We used advertising to swell the number of people to whom we might tell this story, to tell it more often than it had been told before.

It kept alive the ideas which the salesman outlined at the time he made the sale. The man who bought Remembrance Advertising in January, for distribution in December, kept reading about Remembrance Advertising, how it worked and what it did during the months intervening between January and December. It was a live issue, a specific form of advertising with specific tasks to do.

Twelve months' trial of this new plan has led us to believe that the best means of making advertising specialties pay the advertiser more is to sell him on the value and use of the service he is buying, and then keep him sold through advertising.

HELPING THE CUSTOMER MAKE SPECIALTIES PAY

BY N. B. HATCH

The Knapp Co., New York

THERE was a time when customers had to write their own messages for use on mediums such as we make. Good business men they were, but not advertising men. Their messages were often flat, lacked punch, and were badly planned. We now maintain a large copy department to write the messages for the advertiser. These men know our mediums, are trained in the work of tying up subject and Knapp picture, and in writing copy that in style and tone fits the medium and the picture chosen.

We have a department that makes a special study of the marketing of various products, and the problems dealers run up against have been carefully studied. Our endeavor at all times is to give our customers a complete campaign, one that will not only build business but hold it.

You might say: "Does a company whose business it is to get out lithographic work do all this?" Yes, it does because it pays to do so. It makes advertising specialties pay the advertiser and therefore sell more goods. We feel that we are educating the customer to see the value of unselfish advertising. We show him the human interest appeal of art. I think we all agree that nothing attracts such favorable attention so quickly as an artistic picture, and that attention once secured, the natural step next in order is to see who puts out such a picture and why. The first requisite of a sale is *attention*.

After we have sold our customer, we do not feel our work is done. To let him know that we are thinking of him, we have a bureau which compiles statistics and works with our customers after we have sold the goods to help them reap the benefits from our advertising specialties. In many instances, our salesmen have devoted not only a day but sometimes a week to a customer already sold to help him in his distribution and in other ways. It is a fundamental principle with our sales organization that it is not only necessary to sell a man, but it is necessary to keep him sold. We believe in our salesmen keeping in touch with their customers—and our salesmen steadfastly carry out this rule.

MARKET EAGER FOR APPROPRIATE SPECIALTIES

BY J. M. SAUNDERS

Vice-President, The Blanchard Co., Aurora, Ill.

A FEW years ago the important factor in selling advertising specialties consisted simply in the selling—in educating the merchant and manufacturer to the point where they realized, fully and comprehensively, that good will was a tangible asset in their business dealings and one which could be made to show appreciable returns in the form of permanent customers and increased orders.

This was the foundation of that huge and ever-growing phase of modern advertising known as good-will advertising, upon which more than \$30,000,000 was expended last year.

The market for advertising specialties of all kinds has never been greater or more receptive than it is right now. The late

buyers' strike, which is fortunately on the wane, has shaken the oldest and most conservative concerns in the country to their very foundations. Like inhabitants of a flooded territory they eagerly grasp at any means which they think will create a demand for their goods.

Our company is spending more money this year than ever before to teach our salesmen the real uses of our various specialties, so that they in turn may be able to demonstrate to their customers the best methods of using these specialties. We believe the time has come when it is absolutely necessary to show the buyer what he will get out of the proposition before we can even hope to interest him in our line. And a great responsibility rests on the salesman in the field. If he is thoroughly on to his job, and realizes the far-reaching effects of his work, he can do more to make advertising specialties pay the advertiser than any other single factor. It is with a full realization of the importance of this phase of our business that The Blanchard Company is redoubling its efforts to increase the efficiency of its salesmen.

We like to think of our sales force as a staff of trained investigators, as well as salesmen. When one of them confronts a local condition which shows certain peculiarities, he does *not* close his sample case and move to more promising territory. That is not the idea at all. On the contrary, he calls upon the various merchants in the locality, and instead of trying to sell them, he attempts to draw them out regarding their needs and the methods previously used in meeting those needs.

There must be no such phrase as "a bad prospect" in the vocabulary of the salesman. The so-called bad prospect is usually a man with a very real need for good-will advertising whose difficulties have not been scientifically overcome by the use of the proper methods.

We have successfully employed the contest method of stimulating sales effort. By grouping our salesmen into two opposing teams, and using baseball phraseology during the contest, we have appealed to the sporting instinct of our men. Such a contest will run for several months, the winning team—the group writing the largest volume of business—being suitably rewarded. This, we find, develops clean competition, puts

each salesman upon his mettle, and taking him out of the rut, bestirs him to create real plans to present to his prospects. The net result is a genuine service to the advertiser using our specialties. We must give him the maximum amount of service for the money he is spending with us and produce the greatest possible results from that service with the least possible effort on his part.

To do this requires coördination of effort and concerted action from every man in our respective organizations, from the chief executive down to the latest addition to the sales force.

LET US CREATE ADVERTISING WHICH SERVES EFFECTIVELY

BY FRANK B. WHITE

Agricultural Advertisers' Service, Chicago

ADVERTISING is recognized as a science, a business, and a profession. It comprehends all of these and much more. "Advertising as a Servant of the Public" means that it must serve. That's the meaning of servant—one who serves. It has another meaning, equally as impressive, and that is, it embraces civility—transcends the commonality of things and reaches out into the finer sphere of practicability and influence as it works upon the human mind. To serve a nation of 110,000,000 people adequately is a big job. I venture the assertion, in passing, that no other influence has done more to solidify, unify, coördinate, connect up, civilize, and educate into a common citizenry than has advertising. We will take for granted, then, that it has and it does serve the people.

Advertising has had its ups and downs. It has been juggled and kicked about like a football, particularly during the period immediately following the signing of the armistice. We were ridiculously extravagant and inconsistent in our methods of serving during that period. Our dollar was so inflated that it did not have the appreciable value or the buying power, so we wasted dollars. There was so much advertising that it did not matter very much how we handled it or what the results were. We could get plenty of it anyway.

Those days are past. We are now down to bedrock and we are coming to our senses, realizing that advertising is not a

chance shot, but a sure thing, when properly applied. Nothing but the best is good enough to meet present-day demands. To make a success of advertising one must be prepared to stick to it tenaciously, to discriminate wisely, if we would serve the public well and bring a just reward for money expended.

Advertising is a growth. Results at the beginning are not always commensurate with expenditures. In this it is not different from other phases of substantial business prosperity. Advertising does not jerk. It pulls. It sometimes begins very gently, but the pull is steady. It increases day by day and year by year until it exerts an irresistible power.

My contention is that there are too many men in the advertising business who are not qualified to serve and who do not comprehend the meaning of the service. This is particularly noticeable in an advertisement recently brought to my attention. It was supposed to illustrate the use of overalls and to make it attractive and effective, these very peculiar things were employed to illustrate overalls: A hog, fearfully and wonderfully made; a man with what was supposed to be a corn knife tackling a stalk of corn, and another man supposedly fixing the tassels of a bunch of stalks, tying them together—all unnatural, impractical, and offensively ridiculous to the farmer, to whom these overalls were to be sold. There was nothing in the reading matter of the advertisement justifying such illustrations. The drawing power was depreciated at least one half—all unnecessary, when the same space might have been used to properly represent the article advertised. After all, the advertiser was not selling hogs, nor a pig's nose, nor was he selling corn knives, farm lands, or many other things that the illustrations might typify. He was selling overalls. By a stretch of imagination, of course, you could realize this fact, but the public whom we serve rarely takes time to do this.

Selling advertising for profit, without regard to its practical use or just reward, is something reprehensible and unworthy of our support. There are really three outstanding points to this question that should be considered: First, what have you to offer to the advertiser? Second, what has the advertiser to offer to the public? Third, is it of service or benefit to the public? It is not a question as to whether the consumer pays the cost of advertising. What if he does? If he is able through

advertising to facilitate his own operations, to make more money, to lessen labor or to add comforts, luxuries, or satisfaction to his home life, the increased cost of the article itself is not worthy of argument. I am aware of the fact that the answer will come that we are penalizing many who already know about it and are using it by such a process, but it is not necessary to waste time in that direction. It is doubtful argument at best. In the final analysis, service to the public means a gain, as the end to be attained. We are in business not alone for money, but for satisfaction. The largest measure of success comes from having rendered a good service and receiving a just reward for it.

When we started the World War there was a trade balance against this country of about four billion dollars. At the present time we stand with a trade balance in our favor of something like five billion dollars. We have bought back six or eight billion dollars of our securities which were held abroad prior to the war. We have loaned the Allies nine or ten billion dollars. We have all the money in the world.

In spite of all this, we have been "scared stiff," and there is a reason for it. Internal disturbances, too numerous to mention, have paralyzed business and brought us face to face with conditions that have baffled the wisest men. The process of deflation and readjustment is still going on. The only thing that is anywhere near upon a pre-war level is agriculture. The farmer has struck bottom and must henceforth build up. He cannot go lower, because he is already within a very small percentage of pre-war levels, while labor is 125 per cent. above pre-war levels; the retail business 83 per cent. above pre-war levels; the manufacturer's products 62 per cent.; the farmer is less than 20 per cent. It is true that he has been on a rampage. The whole country has been paralyzed through bad leadership.

As soon as this great farmer force, representing more than 50 per cent. of the nation's buying power, gets under normal headway, you and I may expect the advertising business to improve.

That business systems need to be improved is beyond question. We need more real red-blooded men in business, more good salesmen to represent us, more intercessory advertising of a high order, fewer shirkers and so-called "order-takers." As-

sociations like yours should outline a campaign of education through its own members that they may learn to give better service in their respective lines to the communities and interests upon which they depend for their patronage.

I was told of the experience of an exhibitor at the Kansas Tractor Show. Twenty thousand cheap stickpins were bought and distributed promiscuously. They were found on the ground; other exhibitors were using them to stick up notices on their exhibits, and, as a result of it all, the purchasers of stickpins became so disgusted with that kind of advertising specialties that they determined never to use them again. Another exhibitor at the same show bought 5,000 pocket knives and was exceedingly pleased at the result. This firm sent out a letter to the dealers in that territory before the show, asking the dealers to send into the office a list of the prospective purchasers in their territory, stating that they were going to present them with an advertising specialty at the show. They then wrote these prospects enclosing their card, which they asked them to present to the exhibitor at the show, and in return they would be very glad to give them an advertising specialty.

I believe in the theory that all kinds of advertising helps all other kinds of advertising. I have used advertising novelties successfully for myself and for my customers. Only the other day a man whom I have not seen for years showed me a silver-handled knife that we had used at a convention, with the name of the man engraved on one side of it and our advertisement on the other. He stated he had carried it ever since and that it had served as a reminder of the good time he had had with us on that occasion. Good advertising lives.

XI

ADVERTISING EXHIBITS

Exhibit session at convention hears how a great New York firm has handled a most important selling problem—Exhibit shows commanding place advertising has assumed.

MAKING SALES PEOPLE THINK IN ADVERTISING TERMS

BY ARTHUR FREEMAN

General Director, Affiliated Retail Stores, New York City

SUCCESS will always be a matter of point of view; and when people are discussing the elements which contribute to a success, they will get nowhere unless they are both standing at the same point on the horizon. Whereas the rank materialist has written on his commercial banner, "Get the money the right way if you can, but get the money," another One has written on His, "What shall it profit a man if he gain the whole world and lose his own soul?"

No real thinker to-day would call an advertisement successful, even though it brought considerably more business than might be expected, if it brought this business at the cost of a weakening of the moral fibre of that business. No one would call a salesman successful who came back from the road with a batch of orders, but left after him a trail of doubt, suspicion, and a weakening of confidence in the goods and the house.

Few persons, I am sure, would think of a successful sales person merely as one who ran a big book. And if you detect in my discourse that I am at war with education which is merely efficiency without ethics, and training which is method without morality, then I want you to appreciate that I do so not merely from a standpoint of sentiment, or a leaning toward the

altruistic, but at the same time from the big, broad standpoint of the fact that goodness and rightness pay.

Who is there yet so shortsighted that he will not agree with the proposition that dishonesty is the most expensive thing on earth? Who is there who has not yet learned that honesty, justice, fidelity, and similar qualities, are true economy?

We recall within our own experience when advertising was nothing more than a confidence game, so far as the public mind was concerned, and when selling was either mere barter or a scheme to make the other fellow buy what you did not want. "Let the buyer beware" seemed to be the slogan in those early days; and then advertising and selling emerged into what might be called the period of efficiency development.

Then came what might be termed the unfolding of the service idea, which to me was one of the great steps in business, and which recalls to my mind that advertising and selling have done more to bring about a greater sense of unity and coöperation among men than any other single agency we know, perhaps, excepting even the church.

I merely present an old thought in a new dress, modestly to point out that we are on the threshold of a new step in advertising and selling; and I would call that: The realization of advertising and selling primarily as forces for teaching, or educational forces.

This explanation brings me naturally to my subject, which is an effort to present the idea that advertising and selling are one with education and teaching, and that there are distinct advantages to be gained from a consideration of both working together. I shall approach the subject from an angle which I would hesitate to follow were it not that I was convinced of its intense practicability and its common-sense application.

The most important person, speaking in a composite sense, in a retail store is without doubt the so-called clerk or sales person. As Elbert Hubbard would remark, "This has been said before, but 'twill do no harm to twitter it again."

It would appear that every activity of a retail store—financial, advertising, merchandising, management, and so on—find their ultimate expression in these busy young people behind the counter. Their combined intelligence, their combined efficiency; and, what is more, their combined spirit, constantly

modify or accelerate the sum total of activities of all the other people in that store.

In the last ten or fifteen years we have seen some interesting strides toward the application of so-called scientific efficiency methods of advertising and selling to educational systems, tending toward the improvement of retail sales people; and I have the utmost respect and admiration for those efforts. I should feel that it would be nothing short of a calamity for me unintentionally to give out the impression that I would belittle the good which has been done by such schools as the Prince School, and all those splendid people known as educational directors in our various stores.

On the contrary, I want to bring rather a new note to these activities, which I honestly feel is in harmony with their activities to a large extent, and which they might appropriate with some good effect.

They used to say "salesmen are born, not made" until some one came along and said, "They can be made!" and proceeded to make them by a system of study. Now I come along with the presumption to say that they are neither born nor made, but rather "unfolded."

I believe in people. I believe that every one is a storehouse of possibilities, and that education, as the very word implies, is not a matter of filling in, but a bringing out of the inherent qualities always there, and only waiting to be stirred into activity.

To me, the most potential thing in the world is a healthy human being, and the more I have come in contact with "the man and woman behind the counter," the more I have been impressed with the possibilities of bringing out in them the qualities that make for success.

When I was the advertising manager of a big New York store, I made it a practice for several years to spend a few mornings each week before the bell rang to make talks to the sales girls and boys. When I talked to them about efficiency, about their own interests, their own success, the increased wages possible to better methods, and the importance of progress, they were reasonably interested. But I never failed to get a rise out of them when I spoke to them about the grand rewards for doing good, for serving and helping others without any

thought of the profit of self. I quickly found an inherent love for the ideal in every human heart.

Imagine how that sounded to the boss! And I wonder how it sounds to some of you. Yet I dare to say that this is the most dynamic thought facing the world to-day, and I say it with assurance and confidence, because it is merely a re-statement of what was once called the Golden Rule.

One of the great fallacies which still seems to stick in the minds of store executives is that the average salesperson cannot be quickened by those finer appeals to which the human heart responds. I have had so much good result from an appeal to a salesperson's sense of honor, to his love for fair play, to his pity for a down-trodden one, to his altruism, and his idealism that I deny emphatically the hard-hearted and hard-headed impression which many dyed-in-the-wool store owners and which I fear many store educational directors yet have of the boy and girl behind the counter.

One put it very crudely, but succinctly, when he said that you can catch more flies with molasses than vinegar. This doesn't necessarily mean an appeal to pride, cupidity, and propinquity, or soft-soaping people with marshmallow words, as much as it means reaching their soul rather than their sense.

An educational system in a department store, based on the so-called laws of efficiency in selling, however rigid, carefully planned, and intensively applied it may be, is a travesty unless it is founded upon the premise that anything which is not as good for the salesperson as it is for the store, or anything which is not as good for the customer as it is for either the store or the salesperson, is morally wrong.

Haven't we learned our lesson yet from our experience with that colossal failure of the Twentieth Century known as the Imperial German Empire? Here was efficiency, plus. Here was education in selling, in propaganda, or advertising, in production, and the other activities of business, par excellence. It was the pride, and is to-day, of the average citizen of Germany that that nation has reduced every human activity to laws and rules, which bring out the so-called best in a man, an institution, of a piece of merchandise, and it has just been uncovered that this is the most dangerous doctrine a business man could preach. Education merely tending to improve the so-called ability

of a mortal, to sell more goods in a given time, or to sell higher priced goods, or to make one person buy more than he intended to buy, or to make another buy something he neither wants nor needs, is a dangerous thing, unless it is tempered by a distinction between what is efficient and what is right.

The old philosophy of the survival of the fittest has given away to the newer philosophy of the survival of the good, and the materialists of this age are getting the shock of their lives.

Advertising is being seen more and more every day, not as merely a matter of psychology, but of soul, and the moral fibre of advertising men is being tested to the breaking point. Salesmanship, in the newer sense, is not influencing or persuading, but it is teaching; and advertising men and salesmen should be taught that oftentimes the loss of a sale is nearer success than the gaining of it.

It sounds like a far cry for me to say that the excessive cost of doing business in a retail store to-day is largely due to a failure on the part of store owners to grasp the significance of this idea. I wonder if store owners ever stopped to realize the terrific cost of paying wages to an unhappy, dissatisfied, disloyal salesperson, and the awful economic waste of "fear."

One of the brightest merchants in the country has listened to me for hours, telling him that a rank injustice done to a little girl behind the counter, perhaps more carelessly than deliberately, and the offense being reported throughout the store, could undo hours and perhaps weeks of so-called educating salespeople to get more sales. Often I tried to tell this man that hiring people's bodies, and putting them behind the counter, and putting into their mouths words, and putting into their hands methods, without winning their hearts, was making selling an almost prohibitive expense. "But having eyes he saw not and neither did he understand."

I have heard this same merchant and others say that they deplored nothing so much as an offended, resentful customer, who felt that injustice had been done her, and who as a result had not only withdrawn her patronage, but continued to be an unhappy influence against that store throughout the community.

What of the employee in the same state of mind, continuing to work in the store, resentful, bitter, misunderstanding her

place in the scheme of things, misunderstanding the purpose of the store, and perhaps the purpose of the business—and yet day after day striving to serve customers? How could you and I give our best endeavors to an employer of whose sense of justice we were in doubt; an employer whom we did not feel had our interests at heart; an employer who was not constantly unfolding to us his ideals, his purposes, his interests that we might understand better our own individual prospects and our own individual status?

And do you say that the little girl behind the counter is different? Do you say that sales girls and sales boys can be hired, as they are in the average store, by a man who measures them like so much yard goods, and who dumps them into the organization almost as rudely as the average immigrant from Europe lands on his head at Ellis Island in this country, and then be “educated” into success in that store?

In a department store the champion of so-called welfare work, the bosom friend of the educational director, the editor of the house organ, the bane of the owner’s life, and the friend of nearly everybody, is the advertising man, despite the fact that certain buyers are always after his scalp.

I used to go into the meetings of the educational director and tell this story: A lady came into our store once to buy a vacuum cleaner. She had seen one in the window; had heard something about this new invention, and came to make a purchase from the lounge lizzard in the department who was classified on the pay rolls as a salesman.

“Yes, madam,” he said, “this is it—\$32.50. Five dollars down; two dollars when you get me. Shall I wrap it up, or will you take it home? Cash or charge?” And, wonder of wonders, the sale was made!

This woman got the machine home and made use of it. Sometimes later a neighbor seeing the machine in operation in her house, got a desire to buy one, too, and went to the same store. Her stars were working that day, and she fell into the hands of one of those wonderful girls you find occasionally in a department store stock (age unknown) whom you wish would take entire charge of all your buying for the rest of your life.

She said, “Madam, before you buy this machine I want to

tell you something about it. First, let me show you how it cleans mattresses on the beds without having to turn them over. Next, let me show you how to clean portières and other hangings without taking them down. And then I would like to show you how to clean the corners of stairways, and get into numerous places beyond the reach of a broom."

And then to make it even more attractive, she showed the prospective purchaser how to give her husband a good brush-down every morning before leaving for the office, by running the end of the vacuum cleaner over his clothes, which made a whisk broom look like two cents.

"Now," she said, "let me show you how this cleaner can be placed in the middle of a room, and suck all the foul air and dirt out of the atmosphere, to purify that room." The customer was elated. She said, "Why, the one Mrs. Smith got doesn't do this, apparently." To which the girl replied, "I believe it does, but maybe she doesn't know it."

It is interesting right here to quote what a great economist had in mind when he said that advertising and selling created a new utility; that whereas manufacturing created form utility in the sense that it improved a piece of material by changing it; and that transportation created place utility in the sense that merchandise was worth more in one place than in another; and likewise time utilities; advertising and selling created information utility in putting more value into an article.

Who can deny that the second vacuum cleaner was worth immensely more to the customer than the first one, although they were both the same, and the price was just the same?

Now, this was interesting, but it left little, if any, impression on those salespeople who heard it, because I had not yet finished my point. But when I told them of the injustice that was done the first woman; that she had been robbed of something rightfully hers, and that no salesmen or saleswomen could honestly feel they were doing their work in the world, or that they were entitled to self-respect when a party to such transactions, there was a reaction which I would like to stress.

It is surprising how little thought the average person gives

to the simple things of life. I once told a group of saleswomen in a coat department that I believed there was a right coat for every woman, and that it must be a great joy to a saleswoman to be the channel through which a woman might find the coat for her. I told of the girl who had no right to peaceful sleep at night who would wish an orange coat on a red-haired woman, or a coat with stripes running horizontally for a short woman, or perpendicularly for a tall one; and I asked them how they would feel under similar circumstances. I told them about the average woman who came into their department with her few dollars, earned by the hard labor of her husband or father, or perhaps by sacrifice; and how important it was that she should find a sympathetic, honest, interested, able saleswoman to see that she got her money's worth. And they told me afterward that they never looked on their job in this glorified sense—this sense that they were instruments for doing good, and not merely machines to sell the merchandise.

As I see it, the great quality in teaching is not the laying down of rules or the memorizing of ways and means, as much as it is the broad general quality of making people think. To arouse thought in right directions, even though sometimes such thinking is irrelevant to the subject, tends to broaden and strengthen the quality of the human mind.

Example is greater than precept. I have found the simple, childlike mind of the average clerk in a store splendidly teachable, pliable, and receptive when properly approached, but stubborn, dull, and resisting under systems of training which were all head and no heart.

After all, salespeople will reflect the examples set by those above them. A tyrannical store owner, merchandise man, or buyer will have snippy, insolent salespeople in his department or store—an inevitable result of the law that "like attract like." A dishonest, put-it-over type of buyer or store owner should not be surprised to find an excessive amount of stealing going on in his department or store, with a surprising percentage of what we call shrinkage at the end of the year.

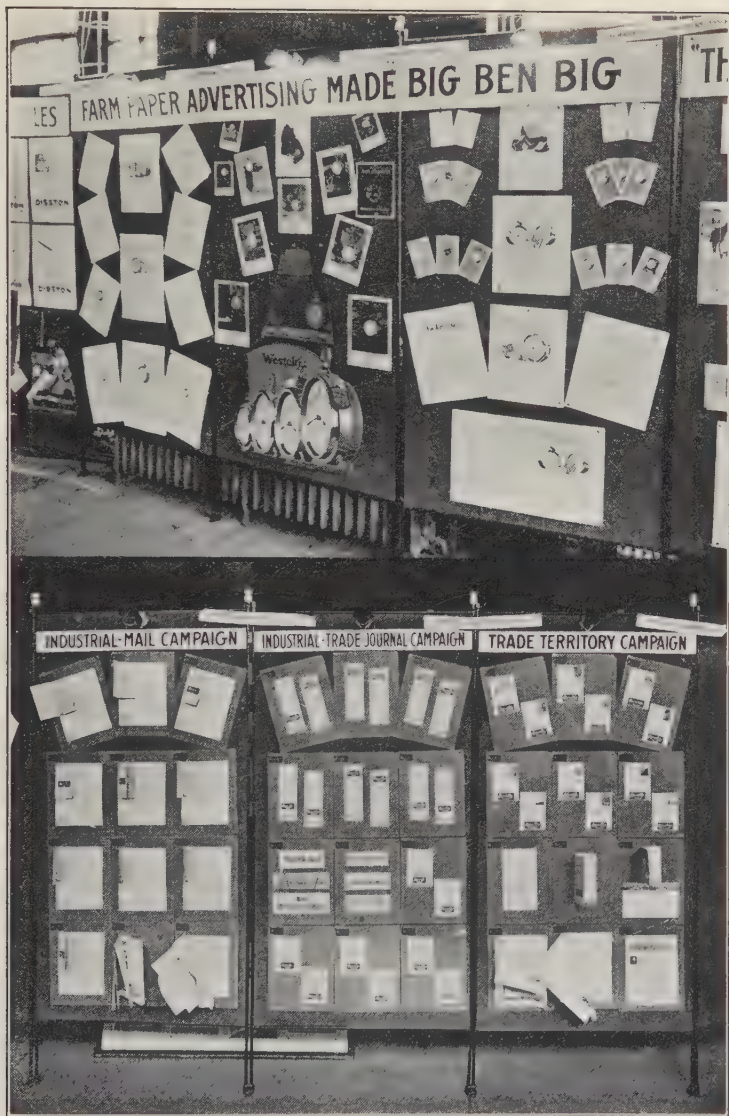
My fight is not with educational systems, as such; but rather with the motives and the principles of those who own the stores. If we believe that the Golden Rule is the biggest idea that man knows, whether expressed in "Truth in Advertising,"



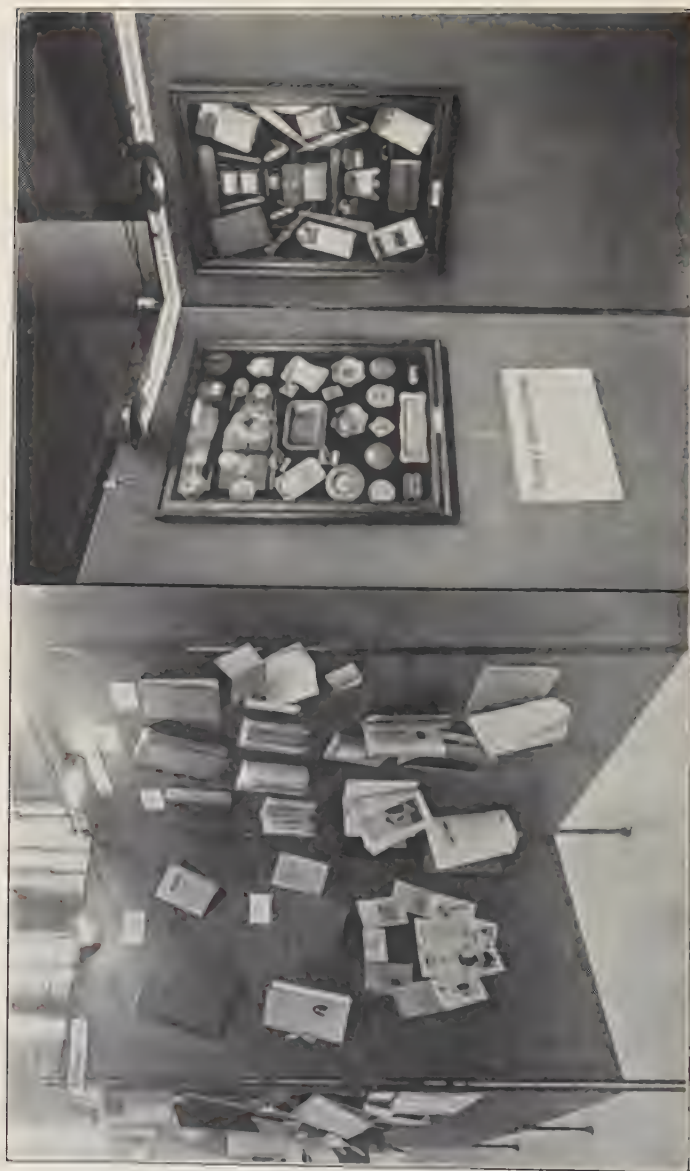
Above: A few sections of the tremendously inspiring and helpful exhibit of financial advertising. *Below:* A nook of the splendid exhibit of overseas posters which attracted wide attention at the Atlanta Convention of the Associated Advertising Clubs of the World.



Above: Folders, booklets and every manner of mailing piece were included in the direct mail exhibit at Atlanta.
Below: Another group of striking exhibits in the financial advertising section which clearly showed "how it is done."



Above: A telling section of the exhibit of advertising in agricultural publications, dramatizing one decidedly successful farm paper campaign. *Below:* These three panels in the community advertising section were devoted to the story of the advertising of Sioux City.



Left: A corner of the graphic arts division of the advertising exhibit which constituted a forceful sermon upon better printing for advertising purposes. *Right:* Two of several panels that were highly suggestive of the better use of advertising specialties, or "remembrance" advertising.

"Money back to customers," "Courtesy to trade and kindness to help," or any one of the other myriad manifestations of this idea, why don't we begin now to make it fundamental in our training system of those who are the representatives of the store, standing between every department of its activities and the customer who makes the store possible? What are we waiting for?

Why do we not correct in our store educational methods the mistakes made by our whole educational system, which seems to be to teach people practices instead of principles; methods instead of morals; selling of service and competition instead of coöperation?

Now, it is because I believe that the advertising manager of a department store is the one in a store best qualified by temperament, experience, and expediency to bring this ideal home to the sales force, that I make the following suggestion: That the scope of a real advertising manager in a department store be extended to give him certain advisory and even supervisory contact with the men and women who hire the sales help, and the man or woman known as the educational director. Further, that where we now have head of stock in each department, that we also have side by side with this bright girl a head of sales, whose business it will be to see that the salesgirls in her department are properly received, introduced, and trained, in conjunction with the educational department and properly inspired in conjunction with the advertising department.

It would be her business to keep the salesgirls in touch with the advertising, and to help them convey to their customers, if necessary in the same words, the spirit of the institution as breathed in its advertising pages. It would be her duty, working in harmony with the advertising manager, to develop that institutional morale and esprit de corps which adds potentiality and effectiveness to every other activity in a business.

Where there is the right spirit, the right love for the store, and a feeling of confidence in the justice of the men back of the store, there you will find your most successful selling people; not only because that kind of a store attracts the best material but because so-called store educational work thrives so much more in the fertile mind of a happy, hopeful human being.

ADVERTISING AS AN AMERICANIZATION INFLUENCE

BY RICHARD SMITH

Of Atlanta, Ga.

WITH their great power of publicity and contact, and knowledge of America's needs, with their own great ideal and motto of Truth itself in the forefront, members of the Associated Advertising Clubs may well make it their personal duty to interpret to all those of alien birth with whom they come in contact and who may have sought our shores, something of the vision of our fathers, so that those who may have come to this great land believing it to be a place of license only, instead of liberty, may realize the purposes and principles of their obligations.

You advertising men and women have within you a mighty power for good. If you will but turn aside for just a little time and in your daily work add a phrase here or a line there, you may in some small measure at least pay back some of the debt we owe for the glorious heritage that is ours. Pray that this great organization may go forward with shoulders touching in unserried ranks and proclaim these truths of government on which the constitution of this great land is founded, so that none who run shall be so blind as to fail to read the message aright, so that none who come to these shores shall mistake our welcome and may learn in very truth that they who do come must bring an equal support and loyalty and labor that shall help to sustain these principles of truth and freedom to the ultimate.

ADVERTISING EXHIBIT RICH IN SUGGESTION AND
INSPIRATION

OCCUPYING every available inch of Taft Hall, in Atlanta, and spreading to the lobby, anterooms, and spaces under the galleries of the Auditorium-Armory, the 1921 convention exhibition exceeded all previous efforts of the kind both in quantity and quality of material submitted.

For the first time in the history of the Associated Clubs conventions, foreign entries were to be found in the Atlanta exhibit, and furnished one of the most stimulating and interesting

features of the show. Perhaps because of a realization of the marked superiority of American newspaper and magazine copy, the foreign section contained only posters, a field in which Europe demonstrated her skill at the present time by the scores of brilliant, artistic, and bizarre broadsides which made of the large space assigned them a Mecca for every exhibit visitor.

In contrast to the foreign posters, the home products were shown to be pleasing but conservative. That zestful punch which immediately strikes the eye in the European group was for the most part lacking. On the other hand, the American work was carefully and surely done, denoting sound craftsmanship and fine taste, and was worthy of more than a passing glance. The American artist, however, has not yet achieved that solid background of broad, artistic daring which enables his European brother to depart from the beaten track with impunity.

The large room devoted to the department of Employing Lithographers gave an extensive idea of the immense step forward which we have made in recent years in color reproduction.

Completeness was the keynote in the Financial Advertisers section. The extensive advertising media employed and the wide range of subject matter which was marshalled to support the campaigns of the financial interests of the country, made the two entire aisles which were devoted to this department one of the most highly educational of all the exhibit sections.

Newspaper, magazine, and trade paper copy, a wealth and diversity of direct-mail literature, a wide range of special material appealing to many different classes of citizens, bill boards, window displays all had a notable part in making this a typical display of American advertising at its best. Many banks and other institutions took advantage of the full allotment of five panels to any one institution to give a well-rounded idea of their recent campaigns.

The Community Advertising Department continued the idea of a complete, well-rounded public presentation of a systematic message in its large space. Sioux City, South Dakota, pointed the way with a campaign covering three entire panels. This progressive northwestern city has made an appeal for more

industries and expanded trade through a three-fold approach: a direct-mail circular letter campaign for industries; a trade-journal campaign for industries, and a trade-territory campaign waged through the press and through the mails.

The Agricultural Publishers Association, in bringing home to the advertising men and women who viewed the exhibit the vast potentialities of the farm field with its population comprising 60 per cent. of America's total, chose six large national advertisers as representative of its space users. In presenting their campaigns, it showed not only the farm paper copy, but dealers' displays and direct-mail follow up as well, giving a comprehensive idea as to the methods of reaching one of the most inaccessible—though one of the most important—classes of purchasers in the country.

In the exhibit of the National Association of Specialty Manufacturers an inspiring display showed what American advertising is now doing in the way of unique and attractive specialties. Tin and cloth signs, special frames and rotating signs, paper novelties, thermometers, pencils, rulers, leather desk and pocket novelties, celluloid and metal specialties, badges, calendars, and blotters were to be found in great variety.

The Direct-Mail Department contained several panels of original art work for booklets, circulars, labels, and catalogs, revealing the commanding place which art has assumed in compelling attention to mail literature. Booklets of linotype typography further stressed beauty of format for sales literature of this variety.

The Graphic Arts Association in the most ambitious exhibit in its history also placed emphasis upon the printer's relationship to successful direct advertising or printed salesmanship, as well as upon beauty in format, typography, and art work. Two panels of special souvenir and gift books, prepared according to the best traditions of American printing, served to illustrate these points.

The Associated Business Papers, Inc., told its story in a series of greatly magnified color reproductions of its advertising series in *Printers' Ink*, stressing the value of the business paper medium to the retail trade.

Advertising as practically applied in church work was given

prominence in a comprehensive series of panels from the Church Advertising Department.

Not the least vital of all the exhibits shown this year was the report of the National Vigilance Committee, which rendered a most illuminating and convincing record of its policing activities in many of the cities where Better Business Bureaus are now functioning. Most emphatic of all was the group of advertisements which had been inserted by numerous concerns correcting former misleading statements after the committee had called attention to such statements.

XII

ADVERTISING AND TRADE

Enterprising caution needed in penetrating Latin American commercial channels—Richness of market offers exceptional advantages—Seeking to insure Truth in the advertising approach—Fundamentals are carefully charted at gathering of Pan-American Advertising Association members.

PAN-AMERICAN OPPORTUNITIES—AND ADVERTISING

BY ALLEN WALKER

Manager, International Trade Dept., Guaranty Trust Co., New York

BUSINESS men without vision never assist trade expansion or international comity under any circumstances. And it is the unfortunate sentiment engendered by the mistakes of narrow-visioned Americans operating in certain countries of Latin America that must be taken into serious consideration by those who believe in furthering foreign trade through the means of advertising.

Many of these same Americans have been deploring their recent experiences and busily warning their neighbors against the pitfalls of Latin-American trade as a general proposition. We are all familiar with conditions throughout South America to-day, involving a host of unaccepted drafts and American merchandise piled high on the docks. And as for the South American business men themselves they are all covetous of America's monetary position, envious of the advantages in the hands of the American business man, bewailing their own relative situation. Then returning to the United States we find the people, of whose privileges the whole world is envious, more pessimistic than any of their competitors or logical consumers.

The idea cannot be scouted that the present business situation in the United States gives cause for concern and careful study,

both in domestic and in foreign trade. I believe existing circumstances call for very positive caution and a general watch-your-step state of mind.

This present analysis, however, leads along another line—neither that implied by stay-at-home resolutions nor that involving a repetition of previous business conduct. It is the common-sense plan of introspective examination whereby every American exporter who has tried Latin-American markets to his cost may seek to discover whether or not a *change of methods* can bring a different result.

Despite all kinds of prophecy as to how South American buyers will turn again to Europe when conditions normalize, let us remind ourselves that there are seventeen major products of the United States which at present *dominate* the markets of South America, and which European competition, to my mind, will never supersede with their goods. Among these products are automobiles and automobile accessories, rubber tires, and a variety of rubber goods; oil (both crude and refined), paints and varnishes; coal; harvesting, mining, oil-well and printing machinery; building elevators, cranes and hoisting devices; electrical goods; paper and sundries; typewriters; sewing machines; cotton piece goods; tobacco and steel supplies. There are a dozen other standard lines in which we could not only compete but absolutely dominate in those markets if the industries concerned elected to follow the same policy as those who have succeeded.

The leading competitors of the United States in these countries are European manufacturers who have been compelled to seek foreign outlets for their merchandise. Years ago they learned that in foreign markets they must forego large profits and quick turnover. They discovered that they had to help finance even the largest distributors by giving them long credits, and occasionally carrying them over periods of trade depression. So they arranged their own businesses accordingly, and their banks fell into line.

Now this means that the sales turnover is never quick. The exporter who essays to grant long credits—60 to 90 days and in times of stress 120 days—must flavor his merchandising machinery with a semi-banking ingredient; and provided he can command the capital and will organize his South American

representation so as to procure reliable credit information, he can make money. Interest rates are always high, and he can arrange his commission charges legitimately to compensate for slow turnover. The quality of the goods must be up to sample, and no definite promises of delivery must be made where there is any chance of delay. Then regular, reliable service will hold the customer. Time is more important to the local distributor than cash discounts. Our bankers cannot always, in justice to their depositors, do all the necessary financing. Primarily, the exporters of the United States must collectively help to create a more elastic financial machinery for foreign trade.

We are not going to improve our relations nor expand our trade in South American markets by continuing the old methods. Our exporters should reflect and see whether or not there is an opportunity to do a real business on a different basis. If we, in the light of what we witness to-day, could throw ourselves back 100 years and visualize *from the outside* the United States as it was then, with its primitive trade methods, undeveloped financial machinery and transportation, would we say that on account of those conditions—different from those with which you happened to be familiar—we were not interested in the future possibilities of this country?

The Latin temperament is different from ours but it is far from impossible to deal with it. Their suspicion of our purposes is only natural, especially when we put up tariff walls against them and treat them with a high and mighty superiority. The only way to overcome this suspicion is by long-continued fair dealing. South America is more than willing to trade with us even though there are special difficulties at present, caused by price cutting of European competition. The Latin traders admire tremendously our capacity to get things done and to make money. Though they may not yet have a deep affection for us they do have a great respect for our obvious facility for getting results, and this will carry us a long way in opening up trade fields among them. The harmonizing of temperaments will follow in due time.

A large part of the problem of finance would be solved if in a helpful spirit our business men took some practical part in assisting to stabilize the national finance of South American countries. A prominent political leader there said recently:

“Our Latin-American countries cannot go on increasing their external indebtedness and at the same time fail to balance their national budgets by reducing the public expenditure. It is part of our Latin-American optimism and partly our lack of training in the hard school of finance that leads us to imagine that more revenue will come from somewhere when and as we need it, and that by some miracle or other sufficient money will be forthcoming to enable us to meet our increasing obligations forever and ever. Thoughtful men know that this cannot go on indefinitely; that there must be an end to the reckless mortgaging of our national resources. We must stop regarding undeveloped resources as riches and face the fact that what we cannot do for ourselves others must do for us, as you North Americans did in the early days of the industrial development of the United States. We need practical, shoulder-to-shoulder help. Some one is going to give it to us and help this great and wonderful South America to come into her rightful heritage. Who shall it be? Should it—*can* it be other than the United States?”

And when we rise to this opportunity, our own confidence in South America will increase to a point where we will be willing and happy to finance and in general assist the huge expansion of trade which will inevitably be developed. Of the forces which will work to that end intelligent advertising will be one of the most potent in its practical results.

PROBLEMS ABOUND IN ACCURATE SOUTH AMERICAN ADVERTISING

BY A. B. CHIVERS

S. S. Koppe & Co., Publishers' Representatives, New York

TO-DAY South America is a business battle ground with Europe, particularly Germany, England, and France, striving to regain what fortune put into our hands and what I am sometimes tempted to think the American manufacturers are relying upon fortune and fortune only to retain for us.

Because the continent to the south of us is such a rich field for commercial endeavor and because in it we have the right to expect supremacy, advertising and advertising conditions in that continent become of supreme interest.

In a general way the advertising progress has been less and conditions are more unsatisfactory in the northern countries of South America. Brazil is in many respects the advertiser's dark continent. The general run of advertising in the newspapers is of the sort to which we have become accustomed and which we still find in the very small-town newspapers of the West and South, plain black type, a name, a statement of business engaged in and occasionally a special price or announcement of a special consignment, nothing to attract and little with real sales appeal.

This is not only true in newspaper advertising but is largely true with magazine advertising, except for some marked exceptions in the Argentine and Chile.

There is little or no attempt to make use of advertising space in the street cars on the west coast. In Santiago, Chile, the most impressive use of street-car opportunity is a long board extended along the edge of the roof on the outside on which an advertising sign is painted.

On the east coast the situation is quite different. The cars of the Anglo-Argentine Railway of Buenos Aires, which include the subway, are well patronized. This is the road which our own Bureau of Foreign Commerce referred to as one of the best street railway systems in the world. Similarly, the street cars in Montevideo are well filled with advertising announcements, largely, however, as in the Argentine, of local concerns.

In both these systems there is a wide variety of location, size, and character of announcement permitted. One may buy a transparency on the windows, a little narrow sign over the signal button, rigid signs across the ceiling. One may also buy the standard size card or a whole car side, but most popular of all and most effective are the "tableros exteriores" as they call the outside roof board to which I referred in speaking of Chile.

It is possible to know with a reasonable degree of certainty what the leading publications are actually doing in the way of circulation. It is possible to know what they are actually charging in the way of rates. There is no more question about the distribution or the price of space in *El Mercurio* of Chile, in *La Nación* of Buenos Aires, or in *Diario del Plata* of Montevideo, than there is regarding those same phases of business in the *New York Times*.

That South American publishers as a whole have still a long road to travel in this respect is true but that their leaders have attained the desired result is also true and full of encouragement.

The last few years have brought about a materially improved situation in the question of rates. There is to-day a much nearer approach toward parity between so-called local and so-called foreign rates in many of the leading South American publications than ever before.

Up to the time when South American exchange began to do the shimmy there was in many publishing offices in South America a smaller differential between the rate charged the manufacturer in this country and the rate charged the space buyer at home than there is to-day between the local and foreign rates in hundreds upon hundreds of American newspapers. Whatever differential there was had infinitely more reason for its existence in South America than it has in this country.

Most of the trouble, most of the delay, most of the disputes, most of the bookkeeping and much of the departmental overhead in the advertising department of South American newspapers is chargeable solely to their foreign business. As a rule the South American publisher has little soliciting expense. He gives extremely limited and only short-timed credits. Very frequently advertising is paid for in advance and cash discounts are made for such payments in advance, three, six, or twelve months, rather than to secure prompt payment of bills. He does not supply voucher copies to his local advertisers. He never thinks of making an adjustment on account of a turned line, a misspelled word, or the insertion of a wrong piece of copy in a series. And he doesn't wait from three to nine months for his local money.

There is nothing peculiarly difficult about advertising in South America. The same human nature appeal that "goes" here will "go" there. The peoples of that continent have the same thoughts, voice the same sentiments, have more or less the same wants and the same ambitions that we have. The basic principles of appeal are the same in both continents.

The American advertiser has to remember though, it seems to me, that to reach the people of South America he must advertise in the publications in South America, and I would say, from personal observation, that he may not rely with the same

implicitness upon his dealer connections in South America as he does in this country.

It requires only a most cursory personal survey of any one of the South American countries to make it perfectly evident that the proper advertising approach is through the home publications.

One may and does reach the trade, that is, the dealer, through trade publications prepared and printed in the United States, in the language of the country in which they are to be distributed. This is more true because of the high character of these trade publications of ours and the fact that there are very few comparable with them issued in South America.

Trade with South America just now is in the doldrums. Adverse exchange makes sales difficult. Advertising is at a low ebb. In too many cases the American manufacturer has forgotten his obligations and withdrawn both his salesmen and his advertising effort. This is wrong. We owe something to the dealers who have kept the goose laying the golden eggs for us for the last five or six years. On those dealers' shoulders today rests not only the burden of millions of dollars of unsold American products but also more millions of dollars of probable loss through exchange fluctuations and list price reductions in this country for which no compensation has been given the dealer in South America. The good name of America is being injured because we are acting like "fair weather" friends only.

South America will come back—is coming back. The huge markets which have been ours for five or six years will soon be active again. They may not be ours then because our competitors are practising advertising precepts we taught them—to take those markets from us.

MANY OBLIGATIONS CONFRONT THE EXPORT PUBLICATION

BY LEWIS F. GORDON

Manager, Ingenieria Internacional, New York

LATIN AMERICA is essentially an international market, and propaganda plays a tremendous part in creating a proper understanding between the Latin-American purchaser and the manufacturers desirous of selling to him.

Articles published in American export magazines take the foreign buyer through American manufacturing establishments, explain details of manufacturing the highest grade products, tell how to buy intelligently and how to merchandise the products after they have arrived on the purchasers' shelves. Very often, conservative buyers are inclined to be prejudiced against products with which they are not familiar. The educational work of the editorial pages of American publications helps materially to overcome such prejudice and promote the adoption of our newer methods.

As a creative force in the development of Latin-American trade, our American publications have not only stimulated interest among the purchasers of the products advertised in their pages, but they have also brought to the American manufacturers very valuable information regarding the markets of South America. To-day the manufacturer of almost any kind of engineering or industrial product can obtain from his publication a complete survey of the markets of Latin America for his particular product. The same type of information is available at other sources for musical instruments, automobiles, and the other exportable products which are shipped daily from this country.

FURTHERING "TRUTH" WITH PRACTICAL ACTIVITY

BY HERBERT S. HOUSTON

Editor, La Revista del Mundo, New York

BEFORE United States products can expect ready acceptance in Latin-American markets the groundwork of confidence must be established, and in this respect the Pan-American Advertising Association has not only protected the Latin-American importer from being defrauded, but has helped Latin-American publications to avoid accepting advertisements from unreliable firms which may defraud both reader and publication.

A South American merchant some months ago bought ladies' silk mixed hose from a North American house. These were to be of first quality. When the goods were delivered they were found to be seconds and sizes not salable in the South American

market. The matter was put in the hands of William W. Seabury, our general counsel. After a great deal of effort the shipper finally agreed to take back the goods and return the money to the purchaser, the sum approximating \$1,200. The result of this work of the Pan-American Advertising Association so impressed the South American merchant that he spread the news to many of his acquaintances and the manager of a large export and import company recently made application for membership, saying that we were the first organization that had ever attempted to do practical work in the way of correcting unfair trade practices with South America.

Not only are we insisting on honest treatment for every South American merchant who buys in the United States, and undertaking, through maintaining a broad and instantaneous information service in all the countries of Latin America, to protect the good name of our business houses, but we are demonstrating, right at this moment, an unusual and essential protection we can provide for Latin-American publishers against irresponsible advertisers in this country.

Early this year there began to appear in a number of leading papers in South America three-column fourteen-inch advertisements of a certain company. Recently we received complaints from a number of South American newspapers that had been unable to make any collection of their overdue accounts for the advertising. The accounts ranged up to \$2,300.

These advertisements had offered a patented formula for making mirrors without the usual heating process, and suggested large profits, supporting the statements with references. But the firms whose names were used for reference denied authorizing such use, and our investigation indicated that the advertiser's account was undesirable.

We have immediately sent all the results of our investigation to the South American publishers affected so that they can discontinue the advertising and thus not increase their loss. Everything that can be done toward enforcing collection of their accounts will be done, but the prospect is not bright.

But some things we are doing should serve as a safeguard

to South American publishers against suffering from such concerns in the future. We are notifying all the publishers in the Latin-American countries, and using this case as an example, that we are prepared to secure and to transmit, by cable if desired and paid for, information in regard to any advertiser in the United States. We are explaining how thoroughly equipped we are for rendering this service, through the National Vigilance Committee, our own Vigilance Committee, and the vigilance committees of 200 Advertising Clubs scattered throughout the United States.

STIMULATING EXPORT SALES WITH CONSUMER ADVERTISING

BY GEORGE C. VEDDER

Manager, Johnston Overseas Service

WHEN our manufacturers, who are great users of consumer advertising, enter foreign markets, what should they do? The answer is very simple. They should do in these markets what they have done so successfully at home—that is, depend as little as possible on middlemen and cultivate the good will of the individual users of their products.

The media exist everywhere. In practically all markets there are daily, weekly, and monthly publications, space in which is for sale. In some markets billboard and street-car advertising is possible and in others handbills, posters, hangers, etc., are quite generally used. In all of them some forms of dealer helps can be effectively employed. Window cards, booklets for distribution by dealers, counter showcases and window display devices are sometimes more effective in countries where they are still rarely used.

Domestic advertising agencies have opposed advertising to foreign consumers for various reasons good and bad. Probably the chief reason for the opposition is the failure of agencies to find any one who can plan campaigns in foreign markets as they plan them at home.

It is true that the average American foreign advertising agency has not always been up to our highest standards. Because so much of our foreign advertising in the past has been of a hit-or-miss character, being placed as a sop to complaining

dealers or as the manifestation of a vague impulse to do something, most of our foreign agencies were originally merely space brokers.

Foreign advertising agents are in a difficult field, for many overseas publishers have no real standards of practice in service and rate quoting but if your agent is honest, knows how to plan campaigns to your satisfaction and is doing his best to protect your interests, you can afford to pay him well and overlook minor discrepancies in rates and occasional lapses from the highest standards of routine service. The American foreign advertising agent is not journeying along a macadamized road running through smiling fields under intense cultivation with sign-boards at every crossroad. He is blazing new trails.

It is true that foreign selling agents and dealers are sometimes stumbling blocks. Few, if any, of them are good advertisers from our point of view. Some of them have demanded and obtained advertising appropriations which they have spent in their own way. A few users of consumer advertising claim that they are satisfied with this plan but they are the exception. Generally speaking, it is unsafe to depend on foreign agents and dealers for this service.

Foreign agents and dealers frequently criticize campaigns planned here in drastic fashion. Occasionally their criticisms are sound but more often they are due to misunderstandings, political or personal prejudices, or a sordid desire to get the appropriation passing through their hands.

Some export managers do not appreciate the need of consumer advertising but there are far more of this fraternity who do appreciate it but are unable to convince those who hold the purse strings of its desirability. This is due for the most part to a lack of familiarity with the fundamentals of consumer advertising and consequent inability to incorporate it in their plans in a way that is convincing to their analytical and hard-headed superiors. There is just one way to overcome the present difficulties and that is to encourage the formation and growth of real service agencies in this field.

The day is at hand when manufacturers will take up foreign markets one by one and conduct real American sales campaigns there. And those who will make this possible will,

in my opinion, be Americans who have adapted an American institution, the service advertising agency, to meet this need.

VERSATILITY A REQUISITE IN FOREIGN ADVERTISING SERVICE

BY MAURICE PERELES

President, Foreign Advertising and Service Bureau

IN THE foreign advertising business a man, in order to spend an appropriation with justice to himself and his client, has to embrace at least three professions. First he must be a foreign merchandising man. Next he must be a foreign traveler, knowing the markets in which he expects to spend this appropriation, and then he must be not alone a good copy man, but a *foreign copy man*. Having combined these three fundamentals and only after having mastered them can he conscientiously sit in with his client and give him the necessary advice incident to spending the appropriation for the purpose of developing a foreign business.

He must also render extra service to his client—assist him in the handling of export problems, foreign finance, and shipping, furnish reports from the various countries on trade conditions and other numerous details, for about 40 per cent. of our total production of manufactured goods is surplus and must be disposed of in some manner or not be manufactured. Every dollar's worth of manufactured goods that is shipped to foreign countries gives that much more labor to American workmen, and taking the goods off of our markets keeps them from being overloaded.

Have you looked within your business to see if you have done everything possible to further this foreign business? There are hundreds of millions of dollars' worth of foreign business lost annually to America, and our manufacturers are fooling themselves into thinking that it cannot be avoided.

It will pay you to confer with your export manager, find out his problems, find out how you can help him, study books on foreign merchandising, glean every bit of information that you can on the subject, encourage your export department by giving it that which is most helpful and most needful for foreign trade

expansion.' Do this and you will find the fascination of the business creep upon you.

There are, of course, lines that cannot be sold to advantage in foreign countries. But if you are affiliated with a firm whose commodities can be successfully exported and they are not so engaged at the present time, you owe it to yourself, you owe it to your company to see that they embark in that line of endeavor.

Many manufacturers who should be exporting are giving over their entire time and attention to supplying the domestic market, battling with the keenest competition, and saying, "Oh, the foreign business is too much trouble, this country is big enough for me."

We have 50 per cent. excess of facilities of production caused by the forced creation of plants and machinery during the war, but our population has not increased 50 per cent. Are you going to allow this machinery to lie idle, or will you go into the highways and byways of the world and introduce articles of sale which will right the scale of living all over the globe, thereby giving work for our labor, cargoes for our ships, trade for our shops?

INDIAN MARKET LIMITED, BUT RESPONSIVE

BY HAROLD B. PEREIRA

Advertising manager, Skippers & Co., Ltd., Calcutta, India

MANY American manufacturers are under the impression that because India has 300 million inhabitants, that means 300 million prospects. A cursory analysis of the market, however, will soon disclose the fact that the purchasing power of at least one third of these 300 million is practically *nil*, and of the remainder, the proportion of Europeans to natives is so small that the 300 million is soon reduced to just a few hundred thousand, if the commodity advertised is solely for the Westerner's consumption.

In the majority of instances it will require steady, persistent advertising to create an Indian market for American goods. This problem of doing business in India is greatly simplified if the manufacturer has the right advertising counsel, who understands the avenues of quick distribution in that country. A

single consumer advertisement in one of the principal Calcutta newspapers brings shoals of inquiries for agency terms from all over India, Burma, and Ceylon. And since the whole country eagerly awaits the delivery of the Calcutta papers, they form the best advertising mediums.

XIII

ADVERTISING THROUGH POSTERS

Memory values indelibly emphasized by circulation and repetition—How posters have served in educational, spiritual and civic development—Effective uses of poster medium strongly shown at sessions of Poster Advertising Association.

BUILDING TRADE-MARKS WITH POSTER ADVERTISING

BY A. DEMONTLUZIN

Poster Advertising Co., Inc., Cincinnati

THERE is far greater capital stock value in the names, Ivory Soap, Camel Cigarettes, Coca-Cola, and many others, than the buildings in which these articles are manufactured. With money these buildings could be duplicated, figuratively speaking, over-night—but all the money in the world could not duplicate the trade-mark values in the same length of time. It has taken time as well as money.

To build trade-mark values means the building of an acquaintance and the instilling of confidence, to the end of establishing consumer acceptance and consumer demand for an article of its nature, plus establishing resistance against the purchase of competitive articles not so well established.

Too many manufacturers disregard the value acquired to them or for their benefit in the keeping of new competitors out of the field. How can a manufacturer know of the number of men who have thought of going into a certain business but who, after making a survey of the situation, decided not to venture?

It is quite obvious that the first thing to do in going about the establishment of a trade-mark, or brand name, is to give it publicity. What does publicity mean? On what premises can we best build it presenting an identification or name to the

greatest number of people the greatest number of times for the given dollar! *Circulation and repetition.*

Considering that the public is not interested in your proposition, that they probably already may have a preference for a competitive brand, and considering the thousand and one other hindrances which we face in endeavoring to establish a trade-mark, is it not unwise and unfair to expect the perfect and economical establishment of a trade-mark under a disguised form?

Just how a manufacturer can reconcile the advertising or promotion of a red can by the use of black and white is beyond comprehension. To place a red can on the grocers' shelves and then to advertise it in black and white is to build a contradiction and handicap the purpose of advertising. I do not mean to convey the idea that no description is necessary, that there is no story to tell and that all one needs to do is to duplicate the representation of the package many times, but I do mean to take the position that no advertising of a trade-mark is complete, or no representation of that trade-mark correct, unless such advertising and representation are in the true colors of the trade-mark involved.

Put a black and white label on a can of Royal Baking Powder and you immediately have a counterfeit. It has to be red to be Royal, and I defy any man to find the grocer who would care to handle Royal Baking Powder with anything but a red label.

To say that Prophylactic Tooth Brush in a yellow box, Red Cross Mattress, Donovan's Red Diamond Coffee, Blue Label Ketchup, and all others can be equally successful in the use of black and white would signify that it was folly to have used color in the first place; that the identity thus produced was unnecessary, and that the whole world has been wrong in its estimate of color values.

The problem to solve, therefore, appears to be one which deals with the most economical plan of making your trade-mark known to the greatest possible audience in as short a period as possible. At the same time, there is also to be taken into account the question of territories which can be best handled from a distribution standpoint. Very few propositions can start right out to cover the United States completely without missing its aim on certain angles.

The use of completely uniform size of poster advertisements is another distinctive feature which places each advertisement on a fair and equal basis, so that the new or small manufacturer has the same opportunity as the older and larger ones; and therefore those elements which may be used as a restraint of trade in other media are not available in the poster field.

The poster medium is non-sectarian and non-partisan, and carries no prejudices.

In the use of posters no advertising can be questioned either from a moral or financial viewpoint, thus every advertiser is assured of clean company and a reflex of confidence, due to the presence of other reliable advertisers to the exclusion of the frauds.

While poster advertising has been successfully used in campaigns with a specific purpose in mind, the announcement of a feature, the date of a circus, and many other such things, no one has ever questioned or denied the fact that it is preëminently the most efficient and yet the cheapest medium to use on campaigns of general publicity and, surely, nothing can be better in the building of a trade-mark than that same general publicity.

IN ADVERTISING CHRISTIANITY, POSTER PROMOTES PROSPERITY

BY J. B. SPILLMAN

President, Religious Advertising Association, Columbia, S. C.

THERE are certain great laws that must be obeyed if we are to be prosperous, just as there are certain laws we must obey if we are to enjoy good health or be happy in this world and the next. Gladstone, England's great statesman, said, "Laws are for the purpose of making it easy for man to do right." Some may have the idea that God's laws are for His benefit, but they are not. God's laws are for *our benefit*, to make it easy for us to live together on earth.

Violation of God's laws inevitably brings poverty and ruin. Study history. On the other hand, obedience to God's laws brings prosperity and happiness.

Let us look at some of God's primary laws. The law of the Sabbath. No nation in all history has been a subject nation that kept the Sabbath. England and the United States are the

two great Sabbath-keeping nations of the world. They have more wealth than all of the rest of the world together.

Advertising Christianity is teaching these fundamental laws of God. It is the Religion of Jesus Christ taught in the homes, Sunday Schools, Churches of our land that is responsible for the prosperity of the nation. We can reach every man, woman, and child in America who is not a Christian with posters, and teach them these great fundamental laws of God.

There is but one way of advertising Christianity, and that is by publishing God's own Word. David said: "Thy Word have I hid in my heart that I might not sin against Thee."

As a lawyer would say, "That's my case." What bearing has it on poster advertising? It is just this. Men are demanding these days that every business have a reason for its existence, that it have some economic value to the community. Poster advertising is different from newspaper advertising. The newspaper is primarily for the publication of news, advertising is a mere incident. When you write a letter to a man or send him a circular he can throw it in the waste basket if he wants to. He isn't obliged to read it. Poster advertising is different in that it obtrudes upon your attention and you must read posters whether you want to or not. You are confronted with posters at every turn of the road. That being the case, you are obliged to make poster advertising a benefit to the community, or forfeit the reason for your existence. I submit that there is no better way of making poster advertising an economic value to the community than by using a given amount of space to promote the spiritual and religious condition of the community.

MERCHANDISING WITH POSTERS IN THE SOUTHWEST

BY C. O. BRIDWELL

Poster Advertising Co., Inc., New York

IN AN advertising experience covering first the buying of it, secondly the general agency experience in publication fields, and lastly—most interesting of all—in the great outdoor field, there has always been one great fact that is most incomprehensible to me. It is that American manufacturers eager to advertise almost invariably step out with the idea of conquering

forty-eight states, 110 million people, and 3,000 miles of territory! That is the first idea which seems to prevail when a sales plan is evolved. They reason this way: We will need distribution through jobbers in Chicago, New York, Boston, Atlanta, New Orleans, Dallas, Denver, St. Louis, Detroit, San Francisco, and so on. We must advertise, so we will take this medium of one or two or perhaps a combined circulation of five million people. That will establish us as national advertisers. Fine! Our jobbers will be happy—they will know and respect us as national people. We shall be national—truly.

In many instances the wise merchandiser is satisfied to build his sales out from his factory by radius lines so that his distribution, his increased sales will roll out as a pebble ripples the water from the spot it hits. Railroad fares are lower, sales expenses are lower, advertising results can be more readily analyzed, and production costs which include freight charges on shipments will be nearer normal. It costs more money to have a widely flung sale in forty-eight states than it does to have a concentrated sale in a few states. It costs more to sell goods a thousand miles away than it does a hundred miles away.

Why does poster advertising exist? Because it is one of the economic marketing weapons at the disposal of merchants for reaching a great number of people a great number of times for a moderate cost. It is the only advertising medium of major proportion which must depend entirely upon advertising for its income. When being impressed by other advertising mediums, the consumers are being also served; in a street car they are riding, in a newspaper they are being informed, in a magazine amused or educated. There is no circulation income to a poster plant. Its only asset is its sheer native ability to impress and, mark you, poster plant owners, that is why fine structures, clean posting, guaranteed service and clean all-round business methods are the very foundation of your future. Hold the community's good will. A board erected where it violates public good taste; a board that offends because it is dirty, unpainted, torn, does not carry good will to the public and it injures the advertiser whose poster is placed on it.

If poster advertising were not a legitimate producer of results with an economic reason for existence either to the consumer or to the manufacturer, it wouldn't last five minutes. It does

produce. It is of service, and that is why it is one of the fastest growing mediums to-day.

If, Mr. Manufacturer, the poster medium can reach for you every day for thirty days everybody in a community in the Southwest, if out of a population in five states you can reach more people by posters than you can by using every newspaper and about all the magazines printed, how can you pass it by?

You should not—you should study its ins and outs. You should know how it can be used, where, why, and when. You should learn to appreciate the fact that the same underlying principle that makes repeat sales for a product, makes for reputation in advertising. Our people are governed more by impression than by reason, and keeping persistently and consistently day after day before the eyes of the multitudes is what makes advertising successful.

And about copy, let me say that no copy can be better than one carried out in color and in picture. That which offends the eye, repels. That which attracts the eye, pleases, and a message pleasingly presented simply brings the contagion of belief and that is what spells sales.

I caution poster plant owners in the great Southwest to guard the advertiser's interest jealously. Serve him well, honestly, thoroughly. Realize how by good posting and by clean double-A boards you carry his message to your own friends and neighborhoods. He is your best friend and you have an advertising medium powerful, beautiful, and moderate in cost, which he can use to-day and for fifty years to come. You may never meet the men who send you this business, who depend upon you so to present their advertising as to help them increase sales, but if you take care of their interests the poster medium in a few years is going to be the strongest advertising medium in volume of business. The possibilities are there. Let's grasp them.

TRADE-MARKS AND TRADE MARKETS

BY L. W. MIDA

President, Mida's Trade-Mark Bureau, Chicago

POSTER advertising, like all other forms of advertising, is part of the machinery of distribution. In its attention-attracting

qualities, it comprises a distinct class of advertising possessing vast possibilities. Presumably it was this property of posters to challenge attention that originally brought them into favor.

But poster men, as well as all other advertising men, have finally arrived at that point in the evolution of their business where they must consider something beyond attention. The art of attracting attention has been elevated to a degree of importance made possible only by long experience and highly specialized effort. The fact is, so much energy has been devoted to attracting attention that a burden has been placed on the cost of selling.

A trade-marked line often is advertised nationally and liberally, in newspapers and magazines as well as on billboards, carrying the legend, "For Sale By All Leading Dealers." This claim has resulted in confusion because there are few brands of goods that can be secured by calling at all of the stores which naturally would handle that line. Purchasers go to store after store in the vain effort to locate the advertised article. Their keen buying desire finally is dulled, and they soon are in the mental attitude of accepting "something just as good."

Fortunes are poured into the creation of a desire to buy, and yet buyers encounter difficulties.

Advertising has run far ahead of distribution. Every potential customer can be reached by advertising, but only a certain percentage can be reached by distribution. There is no information that will enable us to compute the relationship between these percentages.

There is a very good and valid reason why the producer or distributor should start out by seeking to create the desire. Dealers, as well as the buying public, are accustomed to gauge the merit of an article by the amount of advertising placed back of it. Most sales forces have used advertising as a sales argument, and unless a salesman can tell a dealer that these particular goods are going to be advertised extensively, the thought habits of the dealer impel him to feel that it would be a waste of money to place an order. The habit of using advertising as a selling argument among dealers has been responsible for much of this confusion and waste.

We have two extremes in advertising: One is the keyed advertisement in a paper or a magazine; the other is the billboard announcement.

The advertiser who keys his advertisements knows to a point 98 or 99 per cent. correct, what each reply has cost him and what it has produced for him. The billboard advertiser has no means of tracing direct results, and yet if those results do not accrue, it is manifest that the advertiser will not be able to continue.

It is a notable fact that the keyed advertisement users do not employ billboard space. They have never been convinced that the billboard goes beyond the attention stage, and yet the poster has all of the possibilities of the keyed advertisement. Attracting the attention is simply the initial stage. It belongs in the same class with the locomotive whistle and the bell and the automobile horn. While their purpose is warning, they warn only by attracting attention.

There is the outdoor advertising of a flour company, always containing that compelling line, "Eventually, Why Not Now?" Here attention has something besides repetition. It has novelty and it is assisted by a definite sales appeal. That flour company has profited tremendously through this combination of four words because they have instilled interest and desire and promoted action.

There must be arguments. There must be reasons why. A definite action must be suggested. There should be an effort actually to produce sales. The idea that billboard advertising is supplementary to other sales effort and other advertising is all right so far as it goes, but the outdoor advertisement has the possibilities of sales production that will be found in the advertisement between the covers of a magazine or in the sales letter that reaches the housewife or the business man.

Every manufacturer must learn in time that his biggest outlay is the cost of distribution. He has systematized the buying of his raw materials and the economy of production. His outlay for distribution often is like an effort to fill a sieve with water.

In all advertising, the trade-mark should be displayed prominently.

When it comes to selecting the proper mark for the market, it is necessary to examine the market itself. There are dependable principles that will assist us in determining the characteristics of any given market. This formula is worth considering. I refer

to Rudyard Kipling. Many persons like his writings and many others do not. But if he never did anything else than give the world four lines, he did enough to cause the world to think. These are the four lines:

I have six honest serving men,
 They taught me all I knew,
 Their names are What and Why and When
 And How and Where and Who.

To illustrate, let us take trade-marks applying to the question "What." We find that trade-marks consist of nine distinctly different classes. This gives us the answer to the What, the Why, the When, the How, the Where, and the Who as follows:

WHAT	{ COINED WORDS VS. ENGLISH WORDS GEOMETRICAL FIGURES DECORATIVE PICTURES TRADE-MARK CHARACTERS HOUSE MARKS SLOGANS COLLECTIVE MARKS SERVICE MARKS EXPORT MARKS
WHY	{ IDENTIFIES ORIGIN GRADE OR PRICE ASSURANCE UNITS VS. BULK
WHEN	{ PERSONAL EQUATION GOOD WILL CAPITAL INTANGIBLE PROPERTY
HOW	{ MARKING GOODS OR CONTAINERS REGISTRATION VS. COPYRIGHTS DESIGNS VS. MECHANICAL PATENTS
WHERE	{ MARKETS OF THE WORLD LOCAL VS. NATIONAL NATIONAL VS. INTERNATIONAL

WHO

{ INDIVIDUALS
CO-PARTNERSHIPS
CORPORATIONS

PRIORITY
SEARCH
VIGILANCE
OLD VS. NEW LAW

Poster advertising, with its vast possibilities, should never fail to tie up the trade-mark with the goods and the arguments. Your field is limitless. You appeal to humanity under all conditions, whereas the periodical is likely to appeal only under certain limited conditions. It is your opportunity to attract the attention of all classes and to make the billboard a greater force in the actual selling of goods.

Past success in the poster field is small in comparison with the future. The thought and the organized effort that have been devoted to making the poster a power in advertising will make it a still greater power. The trade-mark printed in a periodical is put into action only when people read the advertisement. The trade-mark embodied in a billboard announcement is sending out its appeal every day, all day long and a good part of the night.

FITTING THE POSTER TO THE SOUTHERN MANUFACTURER'S PLAN

BY K. H. FULTON

Van Beuren & New York Poster Advertising Co., New York

IN ALABAMA more than ninety towns have poster plants. They reach a population in these towns of 565,000 out of a state population of 2,350,000. The cost of thirty days' full showing is \$2400.00. Tennessee has 123 towns covered by poster plants of 745,000 people. The state population is 2,337,000. The cost of thirty days' full showing is \$3500.00. Thus the cost of posting per person in Alabama is \$4.20 per thousand for thirty days' dominating advertising, while in Tennessee it is \$4.60 per thousand for thirty days.

The other great states of the South are approximately as thoroughly covered by poster plants at just as low a cost so that to all practical purposes here is a major advertising medium well within the reach of all advertisers.

Now here is the great fact that of the 2,350,000 people in Alabama, more than 80 per cent. live in rural communities, while in Tennessee it is nearly 80 per cent. This means that Southern manufacturers have at their command in poster advertising a way in which they may at low cost reach all the city people and a very great part of the country people. The same ratio holds true in other Southern states.

Circulation is the basic value in all advertising. We in our medium fairly and justly assume that the population of the town is its minimum circulation. Those people are subject in whole or part to thirty days of the advertiser's message, and thousands of them to frequent daily repetitions.

If we add to this, and we do not do so in our estimates, the automobile, railroad, and interurban trolley circulations, it is apparent that here in posters advertisers have a truly wonderful and a truly economical outlet for their publicity.

When a territory rich in soil, rich in minerals, traversed by splendid waterways begins to move, there is no stopping it. Why, one out of every eight automobiles in this country is owned in the South. One third of all the live stock is in the South. It is simply bubbling over with possibilities.

Rice, which is a purely Southern crop, can be made a staple, daily dish of the American housewife. Poster advertising is going to do it, when the move is finally made because through posters alone can the appetizing color appeal be made in a campaign dominating enough really to startle the public. Why just look at the tobacco consumption to-day—where are these producers of rice? There's a tremendous market waiting.

Again in Florida, the land of the orange, the grapefruit, the melons. Can any one say that the same opportunity is not open to-day to become as definitely defined in public opinion as have the well-known brands from California? Certainly Florida fruit and Georgia peaches will be as definitely branded in a large nation-wide sale as are the products from the Pacific Coast. And poster advertising ought to play a big part in that education of the public. Poster advertising to-day is used to develop increased sales for oranges, lemons, and walnuts all the way from the Pacific Coast and they are advertising right down in Southern cities. So there *is* a market, a practical one.

Keeping our medium in tip-top shape brings business from

other states, but most of all it will develop new Southern advertisers and that's what we want. If a manufacturer sees good posting done in his own home town, why it's positive he will have a proper impression of the medium. That's the secret of developing new poster users and that will place a great many new Southern names on the boards.

How advertisers of the South may apply poster advertising include a limitless number of ways. You can map out a twelve-month campaign or a one-month drive. You can post two months consecutively, spring and fall, or alternate months. You can if your product has a winter sale, such as a blanket, a stove, underwear, candy, post in winter months when buying resistance is at low ebb; in fact, you can follow the seasons all over the country and find a buying season some place always. Your product isn't necessarily a product of only a few months' sale. You have forty-eight states to pick from—high altitude, low altitude, mountainous, flat, industrial, farming, inland, or seaport. Posting fits in a practical manner any need you have.

CASHING IN ON THE LOCAL INFLUENCE OF POSTERS

BY GORDON K. MacEDWARD

Sales Manager, Walker & Co., Detroit

WHERE poster advertising fits into department store publicity—in any kind of retail publicity—is largely determined by its influence on the other two thirds of the volume of business. Its value is also measured by the added effectiveness it lends to the daily newspaper announcement.

Every retailer knows that the attractive picturing of an unusual value, a desirable style, or of an exceptional utility, means a tangible, measurable influx of business ranging from a steady day-long stream of purchasers to a riot of dishevelled women. These demonstrations are the proof that such direct advertising brings direct results. That is why the retailer rightfully pins his faith to newspaper advertising—he knows it pays because he has the proof six days every week.

Specific instances will indicate the means employed and the results attained.

In Detroit the largest user of poster space is Crowley, Milner

& Co., a department store which did a business of about \$20,000,000 in 1920. They use 160 posters in Detroit and forty-nine posters in eleven neighboring towns throughout the year, changing copy usually every month, though sometimes every two or three weeks.

The Wallace Brown Brunswick shops in Detroit advertise phonographs, employing 160 posters for one month each from October first and November fifteenth. The paper is furnished, imprinted with the dealer's name, by the Brunswick-Balke Collender Co. An exhaustive investigation by the advertiser of the sources of the Christmas business resulted in crediting 35 per cent. to three newspapers and space in the street cars. The other 65 per cent., or about two thirds, resulted directly from the outdoor advertising. It will be noticed that the posting appears well in advance of the Christmas "rush" period.

One of Detroit's leading jewelers, Wright, Kay & Co., moved uptown last summer from the location it had occupied for many years. They had occupied one of the two best corners in the city and had become so identified with the old location that it was called Wright-Kay's corner long after the firm had moved.

The Wright-Kay Christmas campaign, consequently, was particularly important in 1920. An outdoor display of eighty posters for one month from November 22 was contemplated, carrying through to within two days before Christmas. Acting upon the advice of the posting plant owner, the date was advanced to November 1.

As a result Wright-Kay's Christmas business was considerably more than in any previous year, the sales during November, when little other advertising was used, were far in excess of any previous November and the business came at a most desirable time when the regular sales force could handle it.

This year Wright-Kay & Co. will again use eighty panels on November 1 and, in addition, eighty panels on October 15. This schedule means a two-weeks earlier start and double the amount of advertising.

The Fisher Wall Paper Company used forty posters for one month from March 22. Despite business conditions their April sales were 30 per cent. greater than for the corresponding period in 1920.

The advertiser attributes the increase to poster advertising

as the amount of newspaper space used this spring was practically nothing. This increase was particularly noteworthy because, with one exception, all other firms in this line of business reported a marked decrease in sales. The exception mentioned is a consistent user of outdoor advertising.

David Berlin, proprietor of one of the largest automobile accessory stores in the United States, said: "Poster advertising has doubled my sales during the six months that I have had a display in Detroit." The campaign consists of eighty panels for six months beginning March 22.

Posters which announced a two-months sale of a \$50,000 stock of tires, all "Firsts" of leading brands, had to be covered shortly after the paper had been posted for the second month's showing because the entire stock was sold out thirty-five days from the date the original poster was put up. Posters were used to the practical exclusion of all other forms of advertising to push this sale. David Berlin has become a consistent user of poster advertising for six months in the spring and summer of every year.

Grinnell Brothers, Detroit's and Michigan's largest and best known music house with stores in twenty-six cities, use posters during the month of October and one month from November 15 each year as well as at different times in the winter, spring, and summer. The October display advertises the sale of pianos which have been rented, particularly those used at summer resorts. The Christmas advertising suggests pianos as a fitting gift.

Frederick K. Nelson in Seattle, Hearn in New York City, the Boston Store, Maurice L. Rothschild, Henry C. Lytton & Son, and The Fair in Chicago, with many other noteworthy department stores and retailers in cities large and small over the United States have established the value of outdoor advertising as a permanent part of their selling campaigns.

In considering the place of poster advertising in the retail field it must be remembered that there are two elements or factors in any purchase. First, the goods themselves, their value, style, presentation. Second, the reputation of the store, the confidence in which the institution is held by the public generally.

There is no better proof of this than the extremely high pro-

portion of failures attending special sales, such as the so-called army stores have conducted in many cities.

Poster advertising is especially valuable in building confidence and familiarity with any business. It builds friendships and does it quickly and thoroughly because more people in any community read and are impressed by outdoor advertising than all other advertising mediums combined.

The influence of posters in creating in the minds of the public a feeling of confidence and a receptive attitude cannot be measured in the added effect it insures for the statements made in newspaper advertising.

A poster on Woodward Avenue in Detroit has more than 307,000 circulation daily; on Jefferson Avenue 285,000; on Grand River Avenue 275,000 and on the Grand Boulevard 120,000, nearly all automobilists.

The average cost of one of these panels is forty-four cents a day.

Whether for a short-term sales stimulation or as a permanent part of the annual selling plan, poster advertising can be used to deliver any message which can be expressed in few words and can be depended upon to bring results.

XIV

ADVERTISING ON THE SCREEN

Tests show undeniable dealer responsiveness—Motion pictures demonstrate effectiveness in foreign and domestic markets—Importance of selling vision and picturizing technique—Addresses to screen advertisers offer suggestions of far-reaching value.

DEALER HELP VALUE OF THE EDUCATIONAL FILM

BY CHARLES M. BROWN

Advertising manager, Woodrow Mfg. Co., Newton, Ia.

ADVERTISING and sales promotion managers who sincerely desire to secure something new which will truly aid the dealer in selling his product have only to produce and place in circulation a good educational film, illustrating the use of his product, and the results will be found far beyond the highest hopes. Such a broad statement of course may well be doubted unless substantiated by facts, but the most practical skeptic will be convinced by the experiences related here.

The Woodrow Manufacturing Company, engaged in merchandising Woodrow Washers, decided to add to its list of dealer helps an educational film. It was our idea at that time to produce a good picture which would spread the gospel of having the family wash done in the home with an electric washing machine.

The film prepared for our company entitled "Blue Monday" is 1,200 feet in length. The film portrays methods of washing employed by different people, in different countries, at different times in the world's history. It then takes up the present-day problems of Blue Monday and then by contrast shows the ease

with which the Woodrow Washer solves wash-day problems. All through there runs a little comedy, and there is scarcely anything that might be termed strictly advertising.

Last fall we placed several prints in circulation expecting that they would be good advertising for us, in a general way.

Imagine our surprise at first when we received a letter from one of our older dealers in which he stated:

"We wish to thank you for sending us the Blue Monday film. It has helped us with our sales, as we have sold three machines since it was shown and each buyer said that he had been influenced by this picture."

Besides using this film we sent out various other kinds of dealers helps, but when we checked up the results of all our selling efforts, it was found that our educational moving picture was not only successful in selling more Woodrow Washers than the other methods we employed, but did so at a comparatively small cost.

Another good purpose served by our educational film is that it gives our salesmen something new to talk about when they go in to call on our dealers. The dealer is ever ready to enumerate many reasons why it is impossible to sell washing machines, but our salesman can now tell the dealer that he has a help available, which will sell washing machines, even despite dull trade conditions.

Our salesmen coöperate with our dealers by conducting occasionally a special demonstration, spending one or two days in a town. There must be a special inducement. Previous to the demonstration, the dealer furnishes us a list of people to whom he would like to sell the idea of possessing a Woodrow Washing Machine. We write these people telling them of our amusing picture, which will be shown at the dealer's store and, of course, mention the fact that there will be no charge for admission. The salesman has a portable projector, and places a screen up in the dealer's store, or in the store window, and never fails to get a big crowd, and after being entertained by the picture the spectators are in a mood to listen for a few minutes to the salesman's story of the advantages and superiority of the Woodrow Washer, and watch him demonstrate it. If our salesman is not successful in sales at the time, the chances are very good that when the prospects do make up their minds to

purchase, they will go to this dealer's store and buy Woodrow machines.

Our film also has an appeal for those in the cities as well as in the small towns. The sub-committee on Domestic Science in the New York Public Schools have seen "Blue Monday" and pronounced it good, and have requested us to supply several prints.

The distribution of our film is handled direct from our own offices. The dealer sends in his application, and we arrange our bookings accordingly. The dealer himself makes arrangements for the showing of the film with the management of the theatre. In most cases there is no charge, for the reason that the film is educational in nature.

While we are holding out great things to the advertising and sales manager, who will utilize educational films in their selling program, yet we want to give one word of warning. To accomplish the utmost with your picture, it must be good in every sense of the word. It must present your story adroitly and must give an impression that your product has class. In order to secure this, the work of producing this picture should be assigned to a company that has been building successful films.

In the light of our advertising and selling, we can say without qualification that a manufacturer's advertising dollar invested in an educational film will accomplish more than a dollar expended in any form of dealer help advertising.

MOTION PICTURE REASONS WHY FOR FOREIGN MARKETS

BY A. B. COLE

Asst. Mgr., Department of Publicity, Westinghouse Electric & Mfg. Co., East Pittsburgh, Pa.

IN SELLING foreign markets many times the question of language and customs seems to present an insurmountable barrier. But with the child's language—the motion picture—all is visualized and a punch is delivered that puts over the message.

A well-laid-out campaign can do many things in marketing a product for as a foreign advertising medium the motion picture can be made to—

Add to sales directly.

Add to sales indirectly.

Create good will for manufacturer and commodity.

Change living conditions.

Analyze markets.

Discover demands for products when none appear to exist.

Open channels of distribution.

Successfully counteract resistances both active and passive.

Visual selling in its final analysis consists of the use of—

1. The motion picture for general publicity.

2. Merchandising.

3. Replacing the salesman in many cases.

4. And, of course, educational and propaganda purposes.

There are many questions of appeal that must be looked into for each country, and, in fact, a market analysis is always essential if a picture or series of pictures are built to introduce some particular new commodity.

Very often the institutional type of picture is best, telling all about the manufacturer and his facilities for producing the product in question. The less of the nut-and-bolt type of picture the better. It should rather be a film that creates *good will* for the manufacturer and a desire for the product.

INSURING INDUSTRIAL-EDUCATIONAL FILM CIRCULATION

BY HARRY LEVEY

President, Screen Advertisers' Association, New York

A METHOD of theatrical distribution has recently been developed in which 3,500 theatres throughout the country guarantee to play a one-reel advertising film by an arrangement with the State Exhibitors Associations. This gives a circulation of 7,000,000 which takes approximately eight months to play to. A percentage of money paid by the advertiser is turned over to the State League and used for the benefit of the theatre owners. Immediately after the showing of such a picture the exhibitor signs a report card which assures the advertiser of distribution and upon this proof he pays.

Also there are about 12,000 schools, churches, industrial plants, clubs, associations, and other organizations in the country

that show motion pictures regularly. For every new theatre that is being built, six to eight of these non-theatrical outlets are installing motion-picture equipment.

The greatest advantage of non-theatrical circulation is that it costs next to nothing. Only a small charge for shipping, cleaning, and repairing is made by the exchange. Another advantage is that the audiences or readers can be selected.

In reaching any of these fields the advertiser can be relieved entirely of all of the details of carrying out plans after they have once received his approval. The film man makes the bookings in the territory selected by the advertiser who is notified from two to four weeks before the playing date, giving his sales organization an opportunity to tie up with the work done by the film organization.

All distribution, like production, depends upon the organization maintained by the people who plan and make and circulate your picture, and better results are secured when all these phases are done by the one firm.

MAKING "SLIDEVERTISING" PAY

BY D. H. HARRIS

Standard Slide Corporation, New York

SLIDEVERTISING is the art of successfully employing the motion-picture screen through the medium of the slide, and there are definite reasons why it pays.

Millions of people in all walks of life, but invariably those with money to spend, attend the movies every week. Many of these patrons devote but little time to newspapers and magazines; many are not reached by the billboard or street car but all of them are interested in the screen and thus Slidevertising becomes one of the most influential mediums of publicity.

With a little visualization, you can picture the effect of a slide advertising your product where movie patrons can see nothing else, read nothing else, and think nothing else for the time being, except the message you bring to them.

There are three essentials in slidevertising: 1st, copy must be

terse and sum up the facts about a product in a message that can be read and grasped quickly; 2nd, illustrations should be of a quality to bring out the fine details of the goods displayed; there is a wide field in both photography and drawn art work for the development of trade-winning effects; 3rd, color applied with good taste will multiply the attention-getting power of a slide. Exact color schemes of products may be reproduced and audiences may thus be acquainted with the precise appearance of any article.

The International Magazine Co. handles millions of dollars' worth of advertising from concerns all over the world. About a year ago, we planned for them a service of slides to their news-dealers, advertising each month, *Harper's Bazaar*, *Cosmopolitan*, *Motor*, *Hearst's*, and other periodicals. The test was made with a few hundred dealers. The result was immediate and satisfactory and the service was extended to all of their dealers and a new series was sent every month to an ever-increasing number. The fact is that many of these dealers sold other merchandise besides International magazines and with the aid of these slides they increased the sales of their magazines and their other merchandise as well.

To insure proper distribution and display of advertising slides we have created a service department which by various ingenious methods serves to bring the national advertiser, the dealer, and the owner of the theatre into close coöperation. This service has enabled us to obtain the highest advertising results for both the retailer and the advertiser.

We prepare the layout of the copy for the slide; explain how the slides can be used to the best advantage; secure the dealer's coöperation and take entire charge of the distribution of slides direct to dealers with return card check-up, thus giving a complete service.

Imprinting of dealers' names is a very important feature of the slide and unless this is properly done, the slide will lose its direct effect and the dealer will become dissatisfied. After many years of experimenting, we have perfected the hand-set type imprint, and this has given universal satisfaction.

Best results are obtained from advertising slides when used in a series of three, four, and six. One or two slides are effective, but a larger series of slides enable the dealer to change the slides

frequently at the theatre or to shift them from one theatre to another and it is this change of copy that has brought the largest response.

ACCEPTANCE INCREASES FOR EDUCATIONAL-INDUSTRIAL FILM

BY JOSEPH DANNENBERG

Editor, Wids, New York

DURING the last few years there has come a marked development which promises a most satisfactory future for circulation of industrial-educational films. One instance is the formation of a group of exchanges scattered throughout the country, which will as a business proposition distribute films to schools, churches, and colleges.

Definite working arrangements have also been established for the theatrical distribution of advertising pictures under an agreement perfected by the motion-picture theatre owners of America, the chief working organization of exhibitors in this country. A committee of exhibitors from each state has the right to pass upon advertising pictures and if acceptable, to suggest to the membership of their state organization that these pictures be shown in their various theatres.

Most interesting of all, however, is the experience recently enjoyed by the Cole Motor Car which took a five-reel production entitled "The Porcelain Lamp," directly into Indianapolis for a legitimate theatre. Tickets were given gratis by sales agents of the Cole Motor Car Co. and a definite tie-up was established, subsequently aided by various form letters and other advertising matter which brought a definite response through an attractive appeal.

Pictures will not be a success if the advertising element is too boldly intruded in the story told. The public comes to see a movie to be entertained and will not tolerate a film which plasters all over itself advertising data with reference to your product. The Ford Motor Co. has discovered this and is working it out to a very satisfactory conclusion by having on the title card of its educational reels, telling in a very few words, that it is produced by the Ford Motor Car Co. And this much of a showing should be sufficient for any advertiser. The

Kelly Springfield Tire pictures are other excellent examples of this clever advertising art.

There are thousands of theatres, churches, universities, public schools, and other places where folks gather that can and will cheerfully use the right kind of film, regardless of whether it is for advertising or educational or amusement purposes. Your whole problem consists in producing a good picture.

MAKING A FILM WHICH PROVIDES FULL SERVICE

BY HARRY LEVEY

President, Screen Advertisers' Association, New York

NEARLY every one to-day is convinced of the possibilities of moving pictures as an advertising medium. The only information now needed is how to go about getting the best production and the most result-getting circulation. Combined technical skill and selling vision is the answer.

The advertiser sometimes becomes so bewildered by the enormous opportunities offered that he fails to investigate the standing and ability of the producer he engages. Thus many films are produced without the proper equipment or without intelligent planning and when the time comes to circulate them they prove to be so uninteresting that after a few showings in obscure places they are put upon the shelf and forgotten.

The advertising man sees his mistake when it is too late but he still believes in the medium and concludes to profit by his experiences on the next production. But there's hardly ever a next production because he finds it extremely difficult to get another appropriation for pictures after their first failure to make good.

The Screen Advertisers' Association was organized mainly to put an end to this condition—to make the screen medium and the people that sell it just as reliable as the other mediums.

It takes as much brains, money, and organization to make a successful advertising film as it does to produce a successful periodical or outdoor advertising system or any of the other many mediums. It takes men trained in advertising, engineering, merchandising, and selling as well as motion-picture technique. Men who can make a thorough research of a product, its

market, its selling problems, and everything that an advertising agency would investigate in planning a campaign. Upon this information is decided the angle of approach for the writing of the scenario.

To top it all there are the editor and title writers or the equivalent of copy writers in the mediums that are read. All the sales appeal must be woven into these words that we call titles and in such a manner that they really become part of the story and not mere dry captions. A good film is a series of separate scenes pieced together into a complete and effective story that holds the attention and secures the results for which it was designed.

A great advance in motion-picture photography was the invention of what is known as the mechanigraph, a device by which it is possible to reproduce the heretofore invisible operations inside of any machine. This process increases the ordinary educative value of motion pictures one hundred fold for with it we are able to explain things to the layman or even the illiterate in a way that registers most effectively, never before possible.

This industry is as well organized as any other business. If you want to build a house you hire an architect and insist upon seeing plans and going over the proposed work in every detail with the builders so all would understand the purposes for which the finished property is to be used. In the same manner there are architects, engineers, and builders in the motion-picture industry and those who consult them will get successful results. A picture made by such an organization will find ready audiences everywhere and will receive the coöperation of both the dealer and distributor.

MODERN SALESMANSHIP THROUGH "FILM SAMPLING"

BY A. E. GUNDELACH

DeVry Corporation, Chicago

Just as progress is constantly being recorded in the use of all worthy advertising and sales promotion tools, it is only natural that the alert salesman of to-day should strengthen his effectiveness by utilizing the motion-picture film and portable projector

to emphasize the message of his house and his product. Nor is the method of use complicated.

First, picture the message of your best salesman as he paints in glowing words the salient advantages of your product in its relation to what makes it most desirable to the prospect, either the phases of its manufacture, its particular adaptability, or its inherent qualifications. Next, add those talking points in which each salesman of your organization best cashes in. Then add to that those features that are beyond word interpretation or ordinary possibility of demonstration. That's your formula for your picture, your scenario. What would not such a picturization mean to any organization if it were in the power of their salesmen to carry that message to the prospect and regardless of personal feelings or limited personal qualifications of salesability, be able to put over your sales message every time in a truly complete way.

"Selling by film" has been in progress for six years, and examples of such selling success are innumerable. A machinery company saved four to six salesmen's calls by this method; automobile manufacturers, lighting companies, and a wide variety of other businesses have proved its resultfulness, in city, village, and in rural districts. For, by film and portable projector the salesman, the distributor, or the demonstrator actually carries to the prospective buyer a faithful, convincing picture of manufacturing plant, trustworthy product, or both.

WHICH PROJECTOR IN NON-THEATRICAL FIELDS?

BY S. S. CASSARD

Vice-President, Nicholas Power Co., New York

OF MORE than 17,000 motion-picture theaters in the United States, charging admission, there is no instance where portable projectors are used, even in the small towns. This suggests that the professional projector is supreme in its own field. However, each type of projector—professional or portable—serves a purpose, but the line of demarcation is sharply drawn between their respective fields. If an attempt is made to use one where the other is needed, only dissatisfaction can result.

While all professional projectors cost more than portables the

greater satisfaction in results more than justifies the additional expense in instances where the professional type is clearly indicated. Only disappointment is in store for the person who buys a machine purporting to embody the advantages of both types. He will gain neither easy portability nor the safe, sure sturdiness of the professional.

Where convenience of transportation is paramount, or where infrequency of use precludes much investment, the smaller projector has a legitimate field, but the professional is most desirable when it is planned to show films with any degree of permanency.

XV

ADVERTISING AND WOMEN

Just as advertising has sprung to high place in business, so has the woman advertising practitioner won a position of confidence—Dyestuffs offer broad advertising opportunity—Using color intelligently—Interesting talks mark Advertising Women's Conference.

WOMAN'S PLACE IN ADVERTISING OF THE FUTURE

BY REUBEN H. DONNELLEY

R. R. Donnelley & Sons Co., Chicago

ADVERTISING will depend very largely upon women for its future, not only upon those engaged in advertising as a pursuit, but upon women as a whole because such a large percentage of the advertising of the day is directed to women.

Looking at the advertising of the past—years ago—one sees that it was the club of the patent-medicine man and the “come-on” of the “con” man rather than the able assistant of the legitimate and honest manufacturer; then the successful solicitor thought a makeup was necessary—generally a Prince Albert coat of doubtful vintage, a white vest of one-time cleanliness, a silk hat—a cross between a circuit rider and a shoe-string gambler with a low status in the social scale.

To-day we have a different picture—a business respected, wielding a mighty power and enlisting the talents of some of the best brains in the world.

And those brains are needed now, when in America our production is so large that a most insistent problem attends the merchandising of this product. Not only in the future

will the selling of this product be the real vital question, but the future heads of the great concerns in America will come from the selling end, the merchandising end, the advertising end of business.

Massachusetts can consume only about 3 per cent. of the shoes it manufactures; Pennsylvania can utilize only a small percentage of its steel production; California can use only a very small proportion of its fruit products, and so on. Manufactured products of certain districts must be marketed in other portions of our great country or in foreign countries. The same holds true of our agricultural products. It has become a buyers' market and is going to remain so for a good many years to come. This means that the real intensive work must be done in the marketing and selling. Mass selling can only be accomplished through advertising.

Women are going to have a large part to play in putting advertising on this high plane. Women have more idealism than men, and, generally, Truth to its last degree means more to them than to men. Women are naturally of a more sensitive nature and in many phases of life know human wants better than do men, and of course the mere advertising of some article that has no niche in the scheme of things is a useless waste. Knowing the wants and being better able to decide when those wants are properly filled, should enable women to write better pulling copy, and to decide when, where, and how to advertise such articles.

There are some things that women in advertising must learn, to be a little more hard fisted in facing some of the problems in advertising or any other business; to weigh things on their merits; to write good, truthful, honest copy, without exaggeration and with one meaning, copy that will pull better than the lies of the charlatan; to study mediums carefully to ascertain which are the best for each particular client; constantly to work toward the education of other women as to the real value of advertising, that they may discriminate between honest advertising and questionable advertising.

Those of us in the advertising business must be idealists. We must gauge the future. We must be honest with ourselves and our clients; must use common sense and, above all, work. Poets may be born. Great advertising men and women

I think are produced by hard work and close study not only of fundamentals but of details. The advertising men and women of the future must first be absolutely honest and have character. They must work and then work some more. They must be the best rounded out individuals in the country.

MARKETING A PRODUCT TO A "SHOW ME" FIELD

BY MINNA HALL SIMMONS

Minna Hall Simmons Service, New York

PRACTICALLY everything we use—even what we read—contains some element of color. The factories where our clothing, shoes, hats, gloves are made represent only a few of the industries to which dyestuffs are sold, furniture, carpets and linoleum, buttons, beads, cosmetics, rouge, face powder, perfume, soap, etc., artificial flowers, feathers, celluloid, films, blankets, toys, window shades, candles, shoe polishes, type-writer ribbons, and many others necessitate quantities of dyestuffs.

It is interesting to note that one large dyestuff concern has recently issued a book to the garment trade better to acquaint them with the proper application of colors in their work. This educational work means that women purchasers will receive better service in the future from garment dyers. The magazines we read depend very much upon their color appeal both in the advertising pages as well as their covers.

Printing inks depend for their colors on dyestuffs. The paper you specify for your printing, letters, folders, etc., depend on dyestuffs for their color, dyestuffs being sold to mills making blotters, glazed, coated, and tissue as well as wall papers. Even the white newspapers we read are dependent on the dyestuff industry to a large extent for their coloring and I am informed that large quantities of a certain blue dye, similar to laundry bluing, are sold annually for the purpose of bleaching the naturally yellowish tint of news stock to the white form in which we purchase it, a process probably based on the same principle that impels women with white hair, who wish to bring out the silvery tints, to drop a little laundry bluing in their shampoo water!

The important media through which advertising may be made known to the mill trades, in addition to the extensive sales work done in this field are the trade or class papers, mainly in the textile, leather, and paper fields, direct advertising, personal demonstration, and special service work which includes sampling and matching. This latter is one of the most important in the dyestuff field.

In selling shirtwaists one may say to a customer, "Madam, this waist will wear," and the customer will take it on faith.

But in selling dyestuffs, theory and statements do not go very far. The dyer *must* be shown.

Trade paper advertising in the dyestuff field for a long time consisted of the card variety of copy. Much valuable space is still wasted in this way, in consequence of which many advertisers think these mediums are non-productive. It is cause for gratitude, however, that the more important concerns with larger vision have come to realize the fallacy of this and are actually using copy in the trade papers introducing the human interest appeal.

In advertising a color definitely known to the trade by a particular name and one that has long been known, it is superfluous to tell what it will do, and one would not presume to inform the dyer. Bismark Brown, for instance, has long been known as such and when this is advertised to the trade, the dyer or purchasing agent knows exactly what it is and what it will do. However, when a new color is advertised, the copy must tell exactly what it is adapted for, how it will perform, and what fastness tests it will stand. Many American firms have trade-marked their colors and in advertising these by their new names, mention is invariably made that the color is equal to pre-war standard of a color by which name it was formerly known.

Sampling and matching form a large part of the service of the dyestuff manufacturer to the customer, and if the word Service ever had to live up to its name it *does* in the field of dyestuffs. Every day hundreds of matches go out to the trade as part of the missionary sales work. Many of these result in orders for the colors, as it is mostly a case of the color being successful for the purpose intended, and the price being right that brings the order.

Practically 80 per cent. or more of all the standard colors formerly made by Germany are now being made successfully by American dyestuff manufacturers. Some colors will always be fugitive, and in spite of what has been said and circulated about color fastness, now and in pre-war days, it is interesting to note that no German color card was ever issued that did not contain the words "no guarantee."

When the story of American dyes is extended beyond the mill trades, and is told nationally in an educational way to the American public it will be a fascinating and illuminating one, and will convince men and women of this country of the superiority of our colors. The first note in protecting our industry has been sounded in the Emergency Protective Tariff recently passed by the Senate. But many of us believe that a great deal more than this is necessary to foster the growth of our young industry. I like to think that there will be a time when our flags, our literature, clothing, and everything we use, as well as our khaki and Navy Blue will be dyed with American colors only.

ELIMINATING GUESSWORK IN USING COLOR

BY MRS. HAZEL H. ADLER

Taylor System of Color Harmony

COLOR has run riot in all departments of advertising during the epoch we have just passed through, but, like many other war-born expediciencies, its value was recognized and its results anticipated without the why and wherefor being thoroughly understood. Success was often attained at the price of great waste and many costly atrocities went down to silent and ignominious ends.

But we are entering on a new period. The average advertiser is no longer willing to expend huge sums in a hit-or-miss fashion for advertising in color; nor, after once having experienced the results of color, will he be satisfied to return to black and white.

How can a mere layman set himself up against the artist with his years of color training, and the printer with his years of color experience? The answer is that he should acquaint

himself with the A B C's or the fundamental principles of the science which plays such an important part in his business or profession. While color is an elusive subject, it is by no means the impenetrable thing that art has led us to believe. A rational system is as essentially at the foundation of the artist's use of color as it is of the business man's daily office routine.

Using a proved system will eliminate uncertainty, guesswork, duplication, and waste.

A new patent medicine is being put on the market, for example. An advertising campaign is conceived whereby this product will be featured in car cards, posters, and mailing folders in color. An unusual two-color combination is desired which will be striking and attention getting, but not discordant. You are not selecting a color combination for a particular advertisement or a series of them but one which will be forever associated with the product. Uses of the hackneyed threadbare combinations will insure but little attention amid the clash of vivid colors on the billboards to-day, nor will any of the old schemes serve to give this product individuality and distinction.

By color chart we gain ideas from hundreds of two-color combinations of various gradations of tones from which to make a selection. Suppose we choose orange as the dominant color. Red, although having great attention value, has been greatly overdone, and orange containing more light, is able to carry over a greater distance. Besides, orange is a cheerful and emotionally stimulating color. By the further use of color charts we find that we can use yellow green, green, or blue violet with orange and that by searching into the various tones of each of these colors, we have a further choice of about a hundred possible combinations of the tones of these colors. By *tones* we mean lighter gradations of the full spectrum color.

Orange and blue violet seems to be a most distinctive and generally pleasing combination. We can decide then whether to use both colors in their full intensity, which would be very effective, or we might prefer to use a lighter gradation of orange with the full toned blue violet.

A hundred suggestions are offered by seeing these combinations of color appear, in their various gradations, directly before the eye, and when you have finally selected a combination, you are convinced that your combination is harmoniously

correct and that by actual experiment, taking about five or ten minutes, you have threshed over all the possibilities of this combination, and have sifted it down to the one which your judgment convinces you to be the best for your particular purpose.

"TRUTH" A SOUND FOUNDATION FOR PUBLICATIONS

BY MARY DELANY FISHER

Publisher, The Women's Press, Chicago

TRUTH in advertising has had a wholesome effect on publishers as well as advertisers. For more than fifteen years it was my privilege to be associated with one of Chicago's greatest dailies in the capacity of a special emissary of the publisher and a promotion expert. In a confidential capacity I had an opportunity to study methods and test theories, in many instances shaping business policies, and now feel that I can speak with authority. After three years' experience with my own publication I see the great American newspaper game with both the inside and outside viewpoint. All of these years of work have proved conclusively what we should all know in the beginning that any publication builded on any foundation other than *truth* cannot be successful. Truth, after all, is all there is to business or life.

The most important phase of *truth* in the large newspaper office is the policy of truthful circulation statements. The Audit Bureau of Circulations has accomplished wonderful things but it is unable to perform the miracle of making an honest man out of a dishonest one. All advertisers do not know about this wonderful bureau. When the dishonest solicitor comes along they are at his mercy. Space buyers also place copy with mediums not covered by the bureau and accept at face value whatever figure the solicitor happens to think of. We caught one of our men telling an advertiser that *The Women's Press* had a circulation of 100,000, and he sold a thousand-dollar advertisement on the strength of the statement. An agency checked up on the statement and was told by our office that the man had lied and we did not want the copy.

I believe a medium that reaches 3,500 readers who are financially able to buy high-priced merchandise is a better medium

than one that reaches a million people who cannot. I get this message across to the buyer of space, but the remarkable thing is that I have been unable to find men who could carry the Truth home to space buyers. They always weakly fall back on misrepresentation as to quantity circulation and are discharged immediately. This is one of the strangest things I have learned about truth—and about men.

MAKING NEWS CONTACTS TO BUILD HOTEL PRESTIGE

BY GRACE CRAWLEY OAKLEY

Publicity Manager, Hotel Pennsylvania, New York

THERE are two unique characteristics about our paper, *The Pennsylvania Register*, it is issued by the largest hotel in the world and it is the only daily newspaper issued by any hotel on this globe. A number of houses print papers which appear "once in a while," but every day, rain or shine, barring cyclones and earthquakes, holidays and Sundays, *The Pennsylvania Register* is placed under the door of every guestroom at five o'clock in the afternoon. We choose that hour because we believe it is the psychological time when men or women have a few minutes before they dress for dinner, when they enjoy reading about the hotel and the people who spend some of their time under its roof.

But in addition to providing the paper for guests, we prevail upon many of them to furnish our "copy"—through interviews.

During the past year we have had people from England, Scotland, Wales, and Ireland. England is a particularly prolific source of good interviews. We have had merchants and manufacturers, men and women of title, explorers, a famous architect—Mr. Gilbert Fraser who was twice cited for bravery during the war—and the most famous dramatic critic in the world, Mr. William Archer. Mr. William J. Hardy, an automobile accessory manufacturer who has his factory at Coventry, and who lives on an old estate, the house on which is 300 years old, at Stratford-on-Avon, came in to see me one day and told me about the old Red Horse Inn at Stratford, which dates from Shakespeare's time.

One day I interviewed a famous explorer from Borneo, Dr. Carl Lumholtz, who assured me that the head-hunters were among the world's best citizens and that he would rather have a nice, gentle head-hunter for a friend than a man of any other race because no matter how difficult the circumstances, the head-hunter never told a lie, and after all he only killed his friends as a favor, in order to expedite their departure to the happy hunting grounds where they could forever dwell in a realm of bliss, and that they paid the utmost respect to the corpse of the deceased since they worshipped his head.

Interviews have been obtained from guests from Australia, New Zealand, Korea, Japan, Formosa, China, Siberia, Russia, and we have been told things by visitors from Poland, Czechoslovakia, Bohemia, and Austria, about the sufferings of the common people in those countries which have actually brought tears to our eyes. We had a prince of the royal blood from India, who came to this country to buy modern machinery to be used in working his estates in India, which had descended from father to son for over a thousand years; and there have been other visitors from India, Calcutta, Bombay, and Singapore. One day we had a guest from Burmah and shortly after another from the Indu-Chinese Peninsula.

From a representative of the Toledo Scale Company in Iceland we learned that a Toledo scale had been placed within a hundred miles of the North Pole. Many people come to us from Cuba, all parts of South America, Santo Domingo, and the other day we had a story from the Isle of Pines which made us want to put on our hat and go thither. Recently we learned that the phrase "Mocha and Java" is now a misnomer, for Java no longer yields any quantity of coffee, and most of the world's supply comes from Brazil. Guests have discussed with us the political situation in Mexico from every angle, and we have interviewed people from Persia, Gallipoli, Palestine, Turkey, Liberia, and the Virgin Isles.

But little difficulty attends the interviewing process. We simply make the guest feel at home, and he is willing to talk for publication. Indeed, it is a real enjoyment to prevail on the inarticulate man or woman who really has performed some great work, to talk, and through our publication convey thought and information of benefit to others.

XVI

ADVERTISING AND COMMUNITY DEVELOPMENT

Four factors through the operation of which the human element and commercial interests of communities or territories are best amalgamated—Why railroads favor growth of civic spirit—City advertising shows results in St. Louis—Community Advertising Department holds “experience meetings” to determine causes and effects in territorial development work.

COMMUNITY DEVELOPMENT ON A GOOD-WILL BASIS

BY A. W. McKEAND

Business Manager, Greater Terre Haute Club, Terre Haute, Ind.

THERE are four axioms through the application of which territorial trade is created and maintained:

A city without a developed trade territory is dead. Good will is the only “sentiment” which will hold a trade territory together.

Service, advertising, and good will are inseparable, in the order named.

Service and advertising are indispensable causes which lead to the effect—good will.

The Greater Terre Haute Club, organized primarily to build good will and to give increased knowledge of Terre Haute and its resources to its own people in order intelligently to hold the good will, conceived the idea of developing a trade territory through unusual means. The Wabash Valley Empire was the name selected for the trade territory consisting of eleven Indiana and nine Illinois towns, and the Club directed and assisted the organization of twenty-two Chambers of Commerce in the district. It has assisted in organization efforts; such as aiding a town and

a Farm Bureau to raise funds for constructing a sales pavilion; helped in numerous drives for larger membership in Farm Bureaus; sent out practical information to farmers, stock raisers, and fruit growers, advised how to pack products and get better prices; stirred interest in planting more and better shade trees; and of course always kept in mind the idea of boosting business.

We publish three weekly mimeographed newspapers. One is the Market Bulletin, reaching newspapers, commercial organizations, Farm Bureaus, etc. Another which goes to the newspapers in the Valley. Third, for our own members and certain selected persons. Our educational committee is preparing a series of text books, based on a survey made putting into use a new method of teaching Community Civics in the schools. Special sets of lantern slides and chart lectures are also prepared for use by the Parent-Teacher associations, civic bodies, lodges, and meetings in general. We also use painted billboards with good effect.

In all of the work done in Terre Haute and vicinity no Terre Haute firm has been allowed to advertise themselves through the club in any way.

There has been a great curtailment of foreign buying, especially from catalog houses and more coöperation with folks at home. In the meantime Terre Haute jobbers are being called on more frequently for articles once purchased in Chicago or St. Louis.

We have on our program some twelve or fifteen uncompleted parts. It will take fifteen months more to carry them out. This will include the putting into operation of our educational system, a complete governmental study of city, county, and school; the organization and completion of our city plan movement, and the final touches on the Terre Haute 1940 program. This will be just the starting point of the actual production of better things for Terre Haute.

WHY RAILROADS VALUE COMMUNITY DEVELOPMENT

BY J. M. MALLORY

Industrial Agent, Central of Georgia Ry., Savannah, Ga.

COMMUNITY development appeals to all railroads because it was the conception of the roads themselves and the dependence for their future livelihood. There is not a line of 500 miles in the

whole country that could subsist as a connecting link or through line to the exclusion of its own local territory.

Many people living to-day have seen parts of our great West transformed by the wand of transportation from an unpopulated, bald prairie to a series of productive farms and populous towns and cities.

The very great importance of community development to the railroads is therefore apparent, and we feel a just pride in the results accomplished by the development service which has been established.

It is a familiar fact that all of the enterprising railroads maintain development departments. These embrace industrial, agricultural, marketing, and immigration.

The men in charge of these departments and the field men are trained by education and experience in their particular lines. The main offices have a vast amount of detailed and technical information. In many cases it is more comprehensive and available, and, therefore, more valuable for the individual or the factory than the State or Federal bureaus attempt, because the Government publications incline to the scientific rather than the commercial or practical.

The greatest need of development work as a whole is scientific or systematic organization. We need more trained secretaries, and the public should be educated to the fact that secretaryship is a profession and not an occupation or a sideline for some one of more influence than qualifications.

The success of the Liberty Bond, Red Cross, and other campaigns during the war is a striking illustration of the effectiveness of properly directed advertising and organization. Of course we know that patriotism put over those drives, but the question is: who put over the patriotism?

If patriotism, which is our most sensitive, as well as our highest and noblest passion, needs stimulating, then community pride which must inspire community development ought to have dynamite.

The county unit idea has been successful in some cases, but there should be an independent organization, or at least a distinct section, for the town, except perhaps in the case of a strictly agricultural community and a small town with no manufacturing possibilities.

Organizing should not stop at the city or county, but the state association of city organizations does not seem to function with good results.

If a city or section needs something it has not got and can prove it; if it can demonstrate that it can do something better or cheaper than some other city that is now doing it, a way can be worked out to accomplish large results.

This association can bring about the organization and co-ordination necessary in this service. We have competent and successful city and county commercial organizations here and there, but they are isolated and there is no team work.

We need district organizations throughout the state like the Wabash Valley Empire and a state organization that can function as a whole.

Such a complete organization under the association's maxim, Truth in Advertising, will give to community advertising the character and the confidence which the Associated Advertising Clubs have imparted to other branches of advertising. The railroads stand ready to lend you their assistance and coöperation.

ST. LOUIS ADVERTISING—RESULTS—PLANS

BY HERBERT M. MORGAN

Chairman of Publicity Committee, Chamber of Commerce, St. Louis, Mo.

FACED by the twin problems of whether to advertise for the benefit of all merchants, or to develop needed industries in St. Louis more fully to round out the city as a well-planned industrial center, final decision selected the latter. No effort was made to sell St. Louis to St. Louisans. The copy was written to tell the people and business interests *outside of* St. Louis that here was a good city to live in, play in, and do business in. Our appropriation was only \$50,000.

A thorough investigation was made among the manufacturers and jobbers as to what products were used in quantities, what industries could St. Louis support, what their buying power was, and what this represented as against the total amount sold in this section of the country. Advertisements were placed in a selected list of national magazines, trade

journals, and newspapers, telling the advantages of St. Louis for sixteen definite industries.

The Municipal Advertising Campaign has proved that a local market exists for many products not now made in St. Louis. It has pointed out to manufacturers throughout the country that St. Louis is the logical and most economical distribution center to markets of the Mississippi Valley, Southwest and Middle West.

It has furnished convincing proof to eastern manufacturers that shipments of raw materials and finished products to and from St. Louis result in a great saving over shipments to and from eastern points. It has shown that St. Louis is nearer to the sources of supply of the dominant raw materials than any other fully developed manufacturing community.

The campaign has called the attention of manufacturers and shippers to the recent advance in freight rates, and the direct saving in transportation charges with results from shipments from St. Louis to more than 60 per cent. of the United States, as compared with eastern points. This has emphasized to eastern industries the need and value of establishing Mid-West factories in St. Louis.

Manufacturers, wholesalers, jobbers, and retailers have been benefited by the campaign. The advertisements gave figures showing the bigness of the various dominant lines of industry in St. Louis not only as a wide-awake city, but as one of the principal commercial and industrial centers of the country.

The responses to the municipal advertisements ran up into the hundreds, and it was significant in this connection to note their serious nature.

To be specific, already two manufacturers have come to St. Louis, and we have some very encouraging correspondence from a number of large manufacturers that are considering very thoughtfully the selection of St. Louis. Unfortunately business conditions which have prevailed for a number of months temporarily delayed action. But there is every reason to believe that as conditions improve, these matters will be vigorously taken up again, and the decision reached which will be favorable to St. Louis.

In other words, the city's attitude is that continuous municipal advertising is desirable and is backing it up accordingly.

The plans for the coming year include the magazine advertising of specific industries in addition, and exploitation of Missouri as a whole. Advertising in the trade zones, which was inaugurated this spring, with the most gratifying results to St. Louis merchants, will be continued this fall. Such things as freight advantages, package car shipments, large stocks of merchandise on hand, advance credit facilities, and other advantages will be covered.

TOTALING ADVERTISING RESULTS IN DEFINITE PERCENTAGES

BY N. BUCKNER

Secretary, Board of Trade, Asheville, N. C.

WHAT eleven years of continuous advertising has taught Asheville is best answered in the 51.9 per cent. increase in population from 1910 to 1920.

About \$39,000 is now being used annually for advertising divided about fifty-fifty between space in the leading daily newspapers of the country and descriptive literature. The big dailies brought the best results of all newspaper publicity.

At the outset of our advertising campaign in 1910 we gave careful consideration to the various cities and sections of the country with good transportation facilities that would yield Asheville and the Land of the Sky good returns in visitors and prospective residents.

The copy and display of advertisements prepared have been with the view of catching the eye and mind's eye of the casual observer, the one looking for definite information, and for creating a desire for more information—the production of an inquiry.

I shake hands every day with concrete results of Asheville's advertising and follow-up system. As a matter of fact, we checked up out of the stream of visitors seeking information in our office, from October 22nd to December 23rd, a total of ninety-nine permanent residents for Asheville, who stated they had come as direct results of our advertising and follow-up. Of course it was impossible to quiz all of the persons, which would no doubt have yielded a great many more.

WHEN THE COUNTY IS TAKEN INTO PARTNERSHIP

BY W. B. ROYSTER

Manager, Griffin & Spalding Board of Trade, Griffin, Ga.

AT THE very inception of organized work in Griffin, in 1913, we took the county into consideration, as is evidenced by the name of the organization—The Griffin and Spalding County Board of Trade.

We asked nothing from the county people, but gave to them freely. We improved homes, roads, schools, and farming and marketing methods and living and health conditions; extended light and power lines, established amusements; organized community service and public health and nursing systems; employed farm and home demonstration agents, and engaged in many other activities, and all of this for the county people.

Five years we did this, and at the end of that period we invited the county to come in and be full partners with us, which it did gladly.

Advertising? We did it. But we did not advertise until we could deliver the goods. We invited the outside world to come in and see—and it accepted our invitation. We ran stories wherever we could and display advertisements in local and state papers and magazines; issued bulletins and pamphlets for general distribution—in one project we gave away 1,000 full-size Turkish bath towels, bearing the legend, printed on the towels, that Griffin, the Turkish Towel Town, is the largest manufacturer of Turkish towels in the world.

Results? Besides immeasurably improving conditions for our health, education, and comfort, we were able to handle within the six months ending January 1, 1921, more than ten thousand south-bound tourists, who spent much good money with us.

TOURISTS, ADVERTISING—ATTRACTED, LEAVE MILLIONS

BY ROSS E. BURNS

President, Ozark Playgrounds Association, Joplin, Mo.

VISITORS attracted in one year by the advertising of the Ozark Playground Association, it is estimated, spent between

\$25.00 and \$50.00 each, while touring the Ozarks; thus leaving between two and a half and five million dollars in this region.

This result was accomplished by running large display advertisements in many states, sending well-printed literature to inquirers, working and improving roads, establishing free camp sites, stocking streams with fish, encouraging the building of hotels, promoting better acquaintance between business men and farmers, and in general being helpful to both tourists and residents of the Ozark region.

HOW MARYVILLE UNIFIED COMMUNITY INTERESTS

BY H. E. MILES

Advertising Manager, The Maryville (Mo.) Tribune

THE Maryville campaign originally consisted of seven full-page newspaper advertisements run in two local dailies for the purpose of advertising the resources of Nodaway County, Missouri, to its own people and creating a community spirit.

After changing to a commission form of government, providing for long-needed improvements and in general setting our civic house in order, we then turned our attention to merchandising problems, believing that the men who aided the organization should get some direct material benefit from it that would make them willing to continue their financial support. We organized an advertising club as a branch of the chamber and began to put on coöperative merchandising events in Maryville similar to the Neosho Plan but differing somewhat in detail. All of these things were accomplished quickly by newspaper advertising.

The plan differs from the Neosho Plan in that no regulations are made as to what a merchant shall offer and no individual advertising is included in the large general advertisements announcing the events.

The actual money cost of Maryville's advertising has been small. The original newspaper campaign cost about \$300. Since that time \$2,000 has been spent in various forms of publicity, the appropriation being \$1,200 per year.

Much of Maryville's outside reputation has come from newspaper and magazine write-ups and much of it from the recogni-

tion given it by this department of the Associated Advertising Clubs of the World, but we feel that underlying it all was not the amount of money we spent or the big thing we did but the proper application of a basic principle of community advertising—the principle that you must first sell your community to itself and when that is thoroughly done it will sell itself to the nation almost automatically.

COÖPERATIVE RETAIL ADVERTISING FOR THE SMALL TOWN (“A Court of Inquiry” in Symposium Form)

CHARACTERISTIC of the measures taken for insuring interest and helpfulness in the Community program was the “Court of Inquiry,” before which came “witnesses,” testifying to their application of the Neosho Plan in other communities. As is widely understood, the Neosho Plan is one of coöperative effort for the betterment of relations between the farmers of a given territory, for the extension of retail trade in territory not now being cultivated by the particular town where the plan is under way, and to build a better understanding between the business man behind the counter and the business man behind the plow.

Out of the intimacy of personal experience the following points of view were disclosed:

BY C. A. DOAK

Sec'y., Chamber of Commerce, Camden, Ark.

In starting the Neosho Plan at Camden I found that the merchants were suspicious of each other and the farmers were suspicious of the merchants. Many farmers living near Camden were not only trading at other adjoining towns but were spending thousands of dollars with mail-order houses. Even citizens living in Camden were trading in near-by towns and patronizing mail-order houses.

Camden is located in the hard-hit cotton-raising country and we know that this plan could not have been started at a more adverse time.

However, every merchant who has placed his whole heart in

it and is giving actual bargains on Sales Days is reaping big returns and becoming more enthusiastic.

On the other hand, we find that some merchants have never grasped the spirit of the thing and simply advertise some specials to fill up advertising space. Naturally, they are receiving no benefit.

There has been a difference manifested in the feelings of the merchants toward each other. A more friendly spirit of co-operation exists than ever before.

We conscientiously believe that had it not been for the efforts of the Camden Advertising Club in starting these monthly sales days at Camden and in expanding our trade territory to a twenty-five-mile radius several of our merchants would have been forced to go out of business before this time, for we raise cotton in our section and there has been very little money in circulation during the year.

Our experience so far has been that the grocery business is the hardest to convert to the Neosho Plan. Our personal observation also has been that customers buying in adjoining towns and also patronizing the mail-order houses are buying groceries for the most part.

The plan is proving a great success in Camden under the very worst of financial conditions and there is no doubt but that it will greatly improve.

BY G. G. FOSKETT

Secretary, Coulter Lumber Co., Clarksville, Tenn.

We are beginning our third year of operation under the Neosho Plan, because it pays.

Our out-of-town business since the establishment of the Plan has grown to such proportions that the L. & N. has put on a new train to bring our trade in from sixty miles to the southwest, and a small branch line connection is held in Clarksville an hour each Sales Day to give people an opportunity to complete their purchases and gather up their bundles. And the best of this part of the story is, they get the Clarksville habit and come back not only on Sales Day, but on other days. Undoubtedly the Neosho Plan is a tremendous merchandising success.

But all that has been said is not the best part of the story.

There is a new spirit at work in our retail world. Men call each other Jim or Jack. Competitors work harmoniously for the good of the community. Community enterprises are no longer a task, but become the pleasure of the participants and business men have learned it pays to smile and be friendly with their brothers from the rural districts. And this spirit of co-operation is to me the most inspiring results of that splendid merchandising idea—the Neosho Plan.

BY F. L. SWINEHART

Pres., Associated Advertising Clubs of Wabash Valley

Which wins—Coöperative Retail Advertising—The Neosho Plan, or Competitive Retail Advertising—No Plan?

Through an association of Advertising Clubs in the Wabash Valley the merchants have been taught advertising is a necessity and an asset, and that they should figure advertising costs just the same as rent, light, and labor. We have learned to think more of to-morrow's satisfaction in service—rather than to-day's satisfaction in mere sales, and at the same time have achieved better advertising and we have become better folks in general.

New customers from a longer distance have been afforded an opportunity to become acquainted with the business men in our town and merchants have been made coöperators in better trade conditions. This has been accomplished in a large measure in sixteen towns in as many counties in our Wabash Valley, by the Neosho Plan.

A survey shows that towns employing the coöperative or Neosho Plan for six months or more show an increase in the volume of retail sales, averaging 17 per cent. Also towns not employing a coöperative or the Neosho Plan of advertising show a decrease of sales averaging 25 per cent. Even where payrolls in manufacturing towns have been cut down to 35 per cent. of normal, there has been an increase of 12 per cent., as compared with a decrease of 24 per cent. under even better conditions in towns where the Plan was not used.

In every town employing coöperative advertising there has been a revival among the merchants, a more friendly spirit

prevails, and they have become coöperators with their fellow merchants—colleagues instead of competitors.

BY LUTHER D. FULLER

Chief Agricultural Agent, Erie Railroad, Jamestown, N. Y.

After investigating this Plan in the West, we concluded that it would be a good proposition for the towns on the Erie Railroad to have such a sale under the principles laid down in this Plan once each month. Our time and expense spent in promoting the Neosho Plan in towns on our line has proved a good investment. It has stimulated business and broadened the trade territory and consequently the railroad will derive benefit.

The farmers' auction sale has proved successful beyond expectations. In one town the first sale was quite successful from the fact that \$2,600 worth of articles were sold. The money which is taken in to these sales is considered pick-up money because it is from articles for which the owner generally has no need, and most of this money is spent in town on that day.

The manager of a department store at Addison, N. Y., said receipts for his first sale were nearly as large as the total for any day since he has been with the business. Another merchant remarked the specials went like wild fire. A business man in a town of 12,000 said there were more farmers in town buying than there had been in twenty-five years. One banker had the largest deposits on that day that this bank had ever known.

There is no plan which is as practical and will work so successfully as the Neosho Plan. It stimulates buying, broadens the trade territory, keeps money in circulation at home, creates a better spirit of community development, brings about a better understanding and more coöperation between the farmers and the business men of towns, and teaches believing the value of well-worded advertisements.

BY C. E. BUEHNER

Neosho, Mo.

One of the factors that I believe contributes in great measure to make the Neosho Plan a real success is the country meetings.

By going to the farmer's home and inviting his neighbors to join in the luncheon, the Club, I believe, builds up a more friendly feeling than could be done in any other way and at much less expense.

Many splendid suggestions and constructive criticisms have come from these meetings, but do not make the mistake of expecting the farmers to help feed the bunch. Take out everything except the water.

BY W. C. BYERS

Director Agricultural Bureau, State Chamber of Commerce, Harrisburg, Pa.

Will the farmers of the East respond to the same appeal that attracts those of the Central West? Is the farmer trade of Pennsylvania worth a special appeal? Will not the state's industrial predominance render inoperative the advantages to both the town and country that is gained in purely agricultural sections? Will the merchants sense the trade-development possibilities and organize to make the Golden Rule Sales a success?

Basing our judgment on the belief that human nature is the same the world over, we emphatically said, Yes. Subsequent events have proved that we are justified.

Not all towns in Pennsylvania were found suited for the most advantageous working of the Plan, but experience showed that any town of less than fifteen thousand whose income is derived largely or wholly from agricultural sources was suitable. Ten towns responded, and the Neosho Plan is now well established in Pennsylvania.

BY J. W. PIERCE

Publisher, The Daily Clintonian, Clinton, Indiana

Newspaper publishers in some of the small cities where the Neosho Plan has been tried were, at first, suspicious of it because generally it is considered by committees that no local publication has a wide enough circulation to serve the Plan's purpose. After the newspapers come to understand that the

Plan is a new force, outside the newspapers, coming into the community to boost for and stimulate a more general and more intelligent interest in advertising, the feeling of opposition subsided. For what the Neosho Plan has done alone, in Clinton, Iowa, for example, in stimulating the work of the advertising club, it has been a fine thing for Clinton newspapers. The advertising club usually uses newspapers to announce special, coöperative sales days. At other times the circulars only have been used. One month, systematic telephoning and display notices on post cards supplemented both circulars and newspaper advertising.

It has been evident that the combination of using some newspaper space, along with the circularizing, though costing more, has brought noticeably better results.

Moreover, the circulars offer the newspapers a real advertising opportunity for their own uses. The very basis of the Neosho Plan idea is to reach out into that fringe and outer circle of homes, just beyond the range of the regular customers, for the advertisers. The circulars have thus been seized upon as a good medium to acquaint prospective subscribers with the value of reading Clinton newspapers.

To this advertising, followed up by some personal work and distributing sample copies, one paper attributes much of its recent growth. Its rural and near-by-town circulation has doubled since the Neosho Plan was introduced. There have appeared in a number of the display advertisements run in the Neosho circulars notices like this: For additional price quotations, see Saturday's *Daily Clintonian*.

Once all the merchants who take part in the coöperative sales plan circularized with the daily paper putting out more than one thousand sample copies. The results were as good as on the best of the Neosho sales days.

The merchants realize that by far the larger part of their regular customers are reached by the newspapers, but this does not deter them from the laudable ambition of joining to attract others from the territory just outside that circle from which their established trade already comes.

Those Clinton business men who have put thought into the Neosho Plan, who have given it attention and who have, above all, played square and not been afraid to make some immediate

sacrifices of dollars, to get the bigger results, have found the plan has worked.

If the Neosho Plan were inimical to the interests of the home papers, it would be of doubtful value. But in the Wabash Valley it has been found that it supplements the work of the newspapers. The wide-awake retailer can make this sales plan an asset to his business. In a somewhat different manner the local newspaper publisher can also reap benefits from the Neosho Plan.

BY ROBERT R. FREE

Sec'y., Chamber of Commerce, Waynesboro, Pa.

One week after the third sale which Waynesboro held according to the Neosho Plan, an automobile drew up in front of one of the leading stores, its passengers from a neighboring city of three times our size bent on shopping. Their reason for spending money in Waynesboro was aptly expressed by one of the men in the party: "You fellows over here are making so much noise about yourselves we had to come over and look you over."

A house furnishing concern in Waynesboro has had its busiest April, despite the fact that industry generally in our town is slightly less than 50 per cent. of normal. The Plan actually has brought new dollars to our town, as well as created an invaluable spirit of coöperation.

As in all small towns, Saturday is the big trading day in Waynesboro. There are two Saturdays in the week in which the Neosho sale falls. All business is not confined to the special bargain offerings on that day. Figures I have been able to gather indicate that the bargain represents but an average of about 50 per cent. of the gross business on sales day.

Out of a total of \$1,104.58 in February, a dry goods firm reports 45 per cent. of the business in regularly priced merchandise. In March, 60 per cent. of a total of \$656.36 was in regular merchandise; 55 per cent. of a total of \$465.14 was regular merchandise in April, and 58 per cent. represents the total of regular merchandise sold in May, when the gross business was \$649.38. These figures are for one day, the first Monday in the month in each instance.

Ordinarily, Monday is so flat that frequently it does not pay the merchant to keep his establishment open. A casual visitor on the last sales day looked down Main Street and inquired of the hotel clerk if there was a circus in town. He learned what was doing for he was a salesman and he had to stay over a day to see his merchant customers.

The splendid coöperation effected among the retailers through the organization of the advertising club and the operation of the monthly sales is a benefit to the community that cannot be measured in dollars and cents.

BY A. C. McGINTY

Neosho, Mo.

The most important result of the Neosho Plan as we applied it is the development of the coöperative community spirit. There is a spirit of good feeling between the town and country people the value of which is hard to estimate.

We have been extending the Neosho trade territory from within a radius of ten miles to a radius of fifteen miles, and have increased our business possibilities just that much more. Again, the spirit of jealousy has entirely disappeared from this town. When a new merchant opens a store here he is welcomed into our council and assured that we will work with him and not against him. As a consequence, we have no bitter price cutting although keen competition is maintained.

A monthly live stock auction has been developed into a real community benefit which brings hundreds to Neosho every month. We feel sure that this is good wholesome advertising for Neosho.

DOES COMMUNITY ADVERTISING PAY? ("A Court of Inquiry")

ANOTHER symposium incident to the community program dealt with the fundamentals of community advertising designed to elicit sincere expressions of belief regarding the ultimate benefits of community advertising. At this "Court of Inquiry" some of the expressions included:

BY JOHN WOOD

Secretary, Chamber of Commerce, Roanoke, Va.,

One of the things we have been slow to learn is that it is folly to advertise that which the community cannot deliver and that it might be better for the trade to remain away than to come and find us unable to wait upon it.

The best means of making two smoke stacks grow where only one grew before is by fertilizing the soil with civic concern and letting it be known that we mean business.

There is the advertising involved in service.

One town needed an auditorium.

It did not advertise for an auditorium but took the risk itself, put up its own money and built it.

The conventions it needed came, and shows and expositions and cattle sales and other things. The venture paid ten times over. It established a livestock market. It saved the community twenty-five thousand dollars in tabernacle expense when Billy Sunday came.

But it did more. It established something in the hearts of the people that otherwise would not have been implanted there. And the auditorium is still there, a lasting investment.

Community advertising? Sell the community to itself, to the people who have helped to make it, results will come.

BY MONTAGU A. TANCOCK

Manager, Bureau of Publicity, Omaha Chamber of Commerce.

Omaha has maintained a specific system of advertising since 1918, with an annual budget of \$36,000 paid by approximately 600 subscribers. At no time has there been any difficulty in keeping Omaha's community advertising sold to the subscribers.

A few things we have learned are that national advertising should be done consistently in a few good mediums instead of spasmodically in many publications; that elaborate booklets are not needed except for tourist cities; and that economy in the spending of funds is wise from many standpoints. We are besieged by countless salesmen who wish us to place billboard

and street-car advertising, but we do not consider these mediums suitable for our purpose.

Omaha's method of advertising in the newspapers of a definitely defined trade territory and in selected national mediums aims to reach the greatest number of prospects in the most economical way.

No matter how much community advertising may benefit a community it does not pay unless it also benefits the nation at large. Communities, after all, are only units in the nation, and in the last analysis it is the nation which must be served. Not only truth in advertising but simple patriotism demands that the aim of the community advertiser be establishment of logical industries in their right places; logical distribution of population and the favoring of only those things for the community which will redound best to the greater and broader interest of America.

BY WILLIAM HOLDEN

Secretary, Sioux City Chamber of Commerce, Sioux City, Ia.

The Chamber of Commerce has just closed one of the most extensive advertising campaigns attempted by a city of this size. It covered three fields of advertising—newspaper, trade magazine, and direct-by-mail. The campaign was started after the very thorough survey by the Industrial Department early in the spring. The results of this survey showed Sioux City had a very diversified line of industries, but needed many more to make it a well-rounded industrial community. There are over twenty lines of industry which have a wonderful opportunity here with a factory, jobbing house, or sales office.

Inquiries have come in from all over the United States and Canada. A few were received from Egypt, India, Switzerland, and Mexico. Negotiations have been taken up with several industries who are favorably impressed with Sioux City. We have also had visitors from Washington, Colorado, Michigan, Illinois, Wisconsin, and other states who came here as results of the advertisements, seeking a location, and the Chamber of Commerce feels that it is only a matter of time until some of them will locate here.

XVII

ADVERTISING AND THE CHURCHES

How coördinated campaign would impress a vital message on a complacent people—Extending church influence through the thoughtful use of printing—How the mails can be made to assist—Church Advertising Department hears impressive program of plan and method.

ADVERTISING RELIGION ON A NATIONAL SCALE

BY REV. CHRISTIAN F. REISNER, D.D.

Pastor, Chelsea Methodist Episcopal Church, New York

AMERICANS as a class are asleep on the proposition of vital, lively, and organized religion. Our people are placid during a paralyzing complacency as threatening as anything in our history. Real danger threatens the world, and America can do much to save the day.

Kingdoms were upset by the war and the republican form of government was exalted until all nations want to adopt it. But the nations absolutely do not have the training which came to our people through long experimentation. Neither have they the necessary foundation for it in a fundamental and broad-gauged religion that underwrites the brotherhood of man. As a result the only full-fledged new attempt to inaugurate a republic is being made in Russia, and it is doomed to failure there as was the French Commune because built on atheism. A republic can live only when erected on the declaration "All men are created free and equal" and that grows out of the Fatherhood of God.

America set the pace in putting this doctrine into effect by banishing castes and classes and thus laid the way for universal suffrage. But America was founded and has been sustained by devout religionists.

In every crisis our leaders have been religious men influenced and sustained by the churches. That was true because in home, Sunday School, and church each generation has had a religious training. But masses of the children to-day have little or no home culture in religion and seldom see their parents attending church.

If advertising and publicity awakened the spiritual nature in war days until sacrifice and service resulted it can do the same again. It must be purposeful.

Church advertising has helped to dignify all advertising while the realization of the advertising motto "Truth" has made it easier for the church to use advertising. The time is ripe now to act with a large program. The church advertising department initiated and directed the first national religious advertising done by a religious organization—that carried on by the Near East cause. "Pop" Freeman wrote the copy while William H. Johns picked the mediums and with an expenditure of \$7,000, more than \$500,000 was brought in.

The soil has only been scratched. Practically nothing has been done on a national scale. The Inter-Church made a notable effort, the influence of which will never be lost. But the Church is conservative. It is not yet able to forget all denominational differences.

It does not have a universal conviction about nor the ability to do church advertising. But the A. A. C. of W. has the chance of the ages. It can be fearless. It must, if intelligent, see the country's complacency concerning religion in these critical days as being as dangerous as was the lethargy when war began. It has the influence, the ability, the power, and the mediums to put on a broad campaign of the same kind.

Let the general officers of the A. A. C. of W., following a conviction concerning its need, be as fearless and determined about a "religion" reviving propaganda as they were in the inauguration of one to revive patriotism.

Secure the donation of talent and work as in war days. It is a legitimate appeal. The Church is a public institution, serving all the people and yet it is poorly supported. It cannot tax the people but depends upon voluntary contributions.

The local clubs could heartily back up the general campaign by creating a committee to awaken and direct the local churches

in their appeals to the people. Very few people know how to advertise a church. The commercial advertiser, unless he be an interested and posted churchman, does not know his "goods."

The Religious Press Department should be affiliated if not combined with the Church Advertising Department. Every issue of the various religious papers could run plans and accounts of campaigns which have been successfully used. In addition they could get syndicated articles on the "Why" and "How" of church advertising from the best-known men in the profession.

Let the local clubs each contribute a minimum of \$100 a year to the Church Department of the A. A. C. of W. It does no good to say "The Church should pay the bill." The church is composed of individuals who must be "shown." They are usually backward in taking up new methods. Because these individuals will not act, shall we sit back in idleness and allow things to drift, or will we, like good patriots, with our convictions concerning the power of advertising, help this indispensable organization, the Church, into greater usefulness?

The business world is not settling into any solidly safe condition. We must have something more certain than spasmodic buying and selling campaigns. Mere assertions will not create confidence. The world is now settling down on a firm working foundation which will insure an abiding prosperity. Some group such as the high-minded A. A. C. of W. must help religion and the Church as proposed or some new group will be raised up if the one now in existence does not respond.

PROBLEMS OF DENOMINATIONAL ADVERTISING

BY HERBERT H. SMITH

In charge of Church Advertising, Department of Publicity, Presbyterian Church, New York

CHURCH advertising, from the standpoint of the officers of a denomination, embraces many more phases of advertising than the mere display of products to those who are not now customers. The problem is further complicated in the Presbyterian Church on account of the form of government. The Presbyterian Church is made up of approximately 10,000 ministers, each one of whom is a bishop, no one of whom recognizes that

any other officer of the church has any authority to tell him what to do in order to run his local church.

The neighborhood group of ministers and laymen, known as the presbytery, can compel him to leave his church, or can compel him to remain where he is, but there is no power in the denomination which can compel the reactionary, non-progressive preacher to adopt modern methods, except the force of education.

The first task of the denomination then is to sell its progressive ideas to these independent branch managers—local pastors. These ideas consist of use of advertising by local churches, promotion of the Every Member Canvass, whereby funds for the church and the denomination are systematically collected, promotion of the idea of stewardship, promotion of mission study classes and of the main work of the church evangelism. Endeavor has been made to accomplish this task through articles in church magazines, paid advertisements in the same mediums, letters, circulars, and other direct-by-mail methods, including order cards for material, through which the same ideas can be passed on to the members of the congregation.

The department has taken the stand that none of these ideas be forced upon pastors. It has sent out samples from time to time, it has told through church papers what the department has for the assistance of pastors, and has made it easy for pastors to order material. But none of the ideas of the department has been sent except upon request.

We prepared a mimeograph sheet of three-line items about the work of the denomination, and offered it to the 4,000 churches having a hundred members or more. The prompt response showed that the idea filled a want. Nearly a thousand churches came back immediately requesting this regular monthly sheet.

During the progress of the Every Member Canvass in March, we were able, through funds provided by the New Era Movement, to give outright two series of electros each one containing a small illustration and a few words of text giving facts about the work of the denomination. These were eagerly used, and pastors who were not solicited sent in a request that they be furnished the cuts also. This is merely an adaptation of the idea of dealer electros furnished by national advertisers, but

so far as it is known this is the first time the idea has been applied to church advertising.

Upward of a thousand congregations of the Presbyterian Church use weekly paid space in local newspapers. The chief difficulty pastors find is that of copy. We prepared several years ago a manual on church advertising, attempting to show pastors how to write display copy. This has been widely useful and has inspired other denominations to issue similar manuals.

This department has endeavored to stimulate local advertising of all denominations by the preparation of two pages of church advertisements, issued in plated form by the Western Newspaper Union which has been sent to the 13,000 country publishers with which it is in touch.

Our department also occasionally writes advertisements for pastors who desire particular service for a special series of sermons. This spring we did a little bit more work by helping twenty-five churches of seven denominations in Portsmouth.

EVANGELISM THROUGH POSTER ADVERTISING

BY J. B. SPILLMAN

President, Religious Advertising Association, Columbia, S. C.

LAST month I sat in front of a hotel in St. Louis. There were two large churches on the same street within a block with a seating capacity of from 1,200 to 1,500 each. Fifteen minutes before the evening service I counted the automobiles; they were passing at the rate of one every two seconds, with an average of four persons to the automobile. One hundred and twenty persons a minute were passing these two churches, 7,200 an hour, over 20,000,000 a year. I attended service at one church, and there were fewer than 100 persons there.

After the service I went across the street and counted the persons in the other church. There were sixty-three in the congregation. Each of these churches had a small bulletin board in front of it—a fearfully inadequate method of reaching the 7,200 persons who were passing every hour. These two churches represented an investment of not less than \$800,000. No business in the world would have been content with such returns. Every person passing that church should have been

made to realize that the Gospel of Jesus Christ was the "power of God unto Salvation to every one that believeth," and this could have been done with the right kind of posters.

Look at your city churches. Not one out of a hundred has a word or message for the millions that pass its doors, and mind you, not one person out of three who pass these buildings has a saving knowledge of Jesus Christ. If we cannot get people into the Church, let us preach the Gospel of Salvation to them where they are, on the highway or in the streets. Every day that I am on the train I see some church building in a village or in the country facing the railroad, where a message of hope or cheer could be read by the passengers in every train that passed. When will the Church awake to its wonderful opportunity?

In El Reno, Okla., posters were used with good effect in an evangelistic campaign. The evangelist wrote the manager of the poster association there thanking him, and said, "Your posters helped greatly in putting over the remarkable success in El Reno, seventy-two additions in ten days and immense audiences. I am going to try and get some posters for my work in Los Angeles. I will always say a good word for you and for the Association."

In St. Louis a godly woman was instrumental in getting two hundred posters on the boards reading, "God's Gift to You—For God so loved the world that He gave His only begotten Son, that whosoever believeth on Him should not perish, but have everlasting life." This same lady was instrumental in getting street-car cards in every street car in St. Louis for three months with Scripture quotations on the cards. The entire city was moved by this method of advertising. Editorials were written favorably commenting on this method of spreading the Good News of Salvation.

There are but two places for us to spend eternity—Heaven or Hell. Men are so busy they do not take time to read God's Word or to go to church. Some do not even take time to pray. They barely scan the headlines of the daily papers and turn over to the news of baseball and sports. But they have to read posters, they face them at every turn in the road. "Line upon line, precept upon precept, here a little, there a little." Let us give them a message out of God's Word, a message that will

work its way to their hearts, a message of salvation, of love, of hope, of faith.

Thousands and thousands are hungry hearted for a knowledge of Jesus Christ, but do not know the way to the Father's House. There is not a man here but that has some favorite verse or chapter of Scripture that he repeats to himself, or reads over and over. God's Word abounds in such passages. Posters can be made remarkably effective in carrying these same uplifting passages to the passing world at large.

PULPIT AND PRESS MUST UNIFY THEIR FORCES

BY HUGH T. STEVENSON

Pastor, Bethany Baptist Church, Washington, D. C.

EVERY student of the present crisis in the world's history recognizes that the only hope for civilization rests to-day in the message that the Lord has given to His followers for the world. If we are to put it over so that its leavening power shall save the present generation and make democracy safe for the world there must come a closer fellowship between the pulpit and the press so that the principles of Jesus may become the dominant force in the life of men.

Printer's ink has given us in increasing numbers and language the Bible, so that nearly every tribe and nation to-day have the Holy Scriptures in their own tongue. Nevertheless, I believe that the children of the light are not as wise in the use of advertising to advance the Kingdom of God among men as the children of the darkness are in their efforts to advance personal and pernicious interests. If the principles of democracy, that government of the people, by the people, for the people, shall not perish from the earth, then the followers of Christ, the great emancipator of men, must remember that they are "the light of the world" and upon them rests the future of civilization.

Several years ago just about this time when the Church that I have now the honor of serving was passing through what has proved to be the last attack of differences, which troubles as a rule every young Washington Church, just as a child has to pass through its period of infantile diseases, some strong and in-

fluent people had left us. We were approaching Children's Day. After talking over my plan with the local manager of the Western Union who although a Roman Catholic in faith helped me out with wise advice, I arranged for sending a telegram to every family connected with our Church urging their attendance at the Children's Day Service. We made out by the multigraph the message and had the names filled in so that it was a personal telegram from the superintendent that was handed into the homes of the congregation. He told me of some who complained that the appearance of the Western Union messenger with the telegram almost made them sick because they thought that some of their family had passed away, yet, on the whole, he was complimented for his initiative and advertising spirit. If there had been any danger, as some had prophesied that the young church was destined to go on the rocks of defeat, their prophecies have proved to be failures with the growth of the church. Looking back over the years I count that telegram one of our best pieces of advertising. It cost, but it more than paid by rallying the forces and filling them with confidence in the Church's power to conquer.

I rejoice not only as a Christian, but also as an American, in what this church advertising organization can do through its membership not only for Christ and His church but also for our common country and civilization. The tie that unites the spiritual and political is closer than men are apt to think. America's Declaration of Independence was not born at Philadelphia or Mecklenburgh but at Bethlehem and Calvary.

You stand for Truth. Jesus Christ is the Truth. His truth alone has given men freedom. He gave us our charter of rights. His Magna Charta was the forerunner of that of John at Runnymede. Guizot has told us how Paul, the greatest interpreter of Christianity, whose missionary zeal carried the Gospel to the Gentiles, planted the seed of modern civilization in Europe. The security, safety, and stability of civilization, which our heroes preserved in the World War, depend upon the world knowing their indebtedness to Christ, who died to make men free and equal and to His great Apostle of liberty and civilization for his contribution. It is because of humanity's peril, the nation's need, and the glory of my Lord that I appeal to you to go back to your own communities and help save civilization by advancing

through the science of advertising the Churches of Christ. They hold the key to the world's security and safety.

LOOKING FORWARD TO CHURCH ADVERTISING BENEFITS

BY WILLIAM N. BAYLESS

The Powers-House Co., Cleveland, O.

ONE reason why large corporations are usually more successful than small concerns is that the big enterprise continuously watches the drift of events and with surprising accuracy forecasts the future. Unfortunately, there are a lot of smaller business men about an inch broad who have the pin-point vision. They are not far removed from the mossback, that intellectual half-brother to the tortoise. And those men are not preparing for the Era of Reconstruction that is approaching on winged feet.

You cannot get them to see that we are living in a changed world. That verse that St. John wrote in the Book of Revelations, "Behold, I make all things new," means nothing to them. I think it must have been in a moment of desperation that some one said, "The only way to get an idea into some people's heads is to crack their skulls and ease it in through the fracture." As Billy Sunday said in his colorful English, "It's as hard as trying to drag the cat backwards across the carpet by its tail."

This is not my own observation only. I have been at some pains to collect the opinions of a number of economic authorities who keep their fingers on the pulse of American industry. And a large proportion of them say that apparently American business is not making an earnest, concerted effort to plan and prepare for the commercial struggle that is coming with better times. Here and there over the country local industries are struggling with the problem as best they can. But it must needs be tackled in a national way by a national body, either governmental or commercial.

As the clouds of blackbirds blow south, as the brown leaves crush underfoot, as the first rattle of steam wakes the radiators, one of our country cousins curls a plumed tail around over toes and nose, secure in a larder well stocked for the winter. The beauty of the squirrel, the fact that he symbolizes the sunshine

of a summer afternoon, the ripple of wind over a meadow, his intensely interesting personality—these alone would never justify his existence or carry him through the freezing winter. But our friend has one attribute that makes for success—forethought. While the autumn sun foments truancy in many a mere mortal, each graceful move of this furry exemplar helps increase his wintry hoard. The squirrel can teach some of our hide-bound business men a lesson in *preparedness*.

I believe we are just beginning to glimpse the marvelous potential possibilities in uncommercial advertising. Elbert Hubbard called advertising a cosmic force as powerful as gravitation. Gerald Stanley Lee calls it the most forceful thing in the world to-day and states plainly that it can accomplish anything.

Some years ago the *Saturday Evening Post* published a story entitled "The Man Who Rocked the Earth." Given a man with a Napoleonic mind, and furnished with unlimited millions as an advertising appropriation, I believe that he could do just that—rock the earth, metaphorically speaking. He could warp civilization and change the thought of the world.

The Germans did that very thing with their own people. For forty years, by means of press, pulpit, and school they drilled into the minds of their people all of that "superman" stuff, that "kultur" nonsense, that "God's favored nation" flapdoodle, that "Deutschland uber alles" bunk, etc. Like new wine it went to their heads. It shaped the thought of an entire people. It warped their natural ideals. They were playing with fire and they finally set the whole world aflame. You may call it propaganda or education, but it is advertising just the same.

And I believe that advertising can accomplish equally tremendous things for us in politics and religion. In the political field, it is said that the advertisements in the magazines, newspapers, billboards, street cars, etc., practically elected Woodrow Wilson in 1916. Some of the Western states frankly admit that it put across prohibition and woman suffrage for them. Not the usual "card" that the old-school politician put in the paper, but real, red-blooded, double-fisted *advertising* with downright selling power in it.

It doesn't take any veiled prophet or seventh son to forecast the day (and at no distant time, either) when this Tenth Legion of Advertising will become the most powerful single factor

in religious effort. Advertising is a young giant of leashed power, destined to "rock the earth" in uncommercial fields as well as in the field of selling.

HOW SOUTHERN BAPTISTS USED EFFECTIVE ADVERTISING

BY FRANK E. BURKHOLDER

Publicity Director, Conservation Commission, Baptist Seventy-five Million Dollar Campaign

PUBLICITY not only pays in a large religious undertaking but is just as essential to the success of that undertaking as it is to the sale of goods, service, or any other commercial commodity. It has been said that information is nine tenths of inspiration and as people never do large things without inspiration, publicity, which is nothing more than giving full information in the most attractive form, is absolutely essential in bringing about the most efficient performance of Christian people in extending the Kingdom of God in the homeland and out to the ends of the earth.

In the second place, publicity, when properly employed in behalf of religion, extends to the remotest corners of both urban and rural communities and reaches the farthest man with its informing, inspiring, and enlisting message. If we reach the non-church-going people with the gospel invitation we must take that invitation to them where they are, and publicity is the most convenient as well as the most economical and efficient vehicle for conveying the invitation to them.

Secular newspapers want live, constructive, religious news. Having spent nine years on daily newspapers of the Southwest in various news and editorial capacities, I was fully convinced of this fact prior to my connection with the campaign. However, my larger experience during the campaign in dealing with the newspapers throughout the South has demonstrated anew that the papers are ready to carry live, religious news provided it is furnished them in good form. The newspapers are not only one of the most valuable allies the churches can have but they stand ready to coöperate with the churches to the fullest possible extent. If you do not believe this is true, Brother Pastor, give them a trial on your own account.

My experience as a publicity director has given me a new ap-

preciation of the need for and the value of paid display advertising in the interest of the work of the local churches and of denominations as a whole. Of course this statement presupposes intelligently and attractively prepared copy, for slipshod, aimless copy will prove just as futile in promoting religion as it will in selling dry goods or any other wares. But the right kind of copy, properly placed for a sufficient period of time, will produce the desired result in a religious undertaking just as surely as it will sell the goods or services of any industrial or business concern.

Southern Baptists are now stressing more and more both proportionate and systematic giving, the hope being that in the near future our people will give so liberally and regularly to all causes fostered by the denomination that it will be unnecessary to conduct drives for special subscriptions. Our Laymen's Missionary Movement, with the approval of the Southern Baptist Convention, has launched an effort to enrol a half million tithers among the members of our local churches during the next twelve months.

At the same time our denomination is fostering the financial interests of our work it is seeking to conserve the spiritual life of our people. During the year that has just closed more than 173,000 people were baptized into the membership of the local white Baptist churches of the South, the largest number for a single year ever reported in our history. The Publicity Department issued a portfolio of display advertisements featuring the evangelistic message and these were used by many of our local churches and district associations in their soul-winning campaigns. In many places simultaneous evangelistic campaigns were put on in all the churches within given cities, counties, and district associations and these efforts were featured in the new and advertising columns of the papers.

CHURCH ADVERTISING VIA THE POSTAGE STAMP

BY HOMER J. BUCKLEY

Buckley, Dement & Co., Chicago

EVERY church—large or small—should first develop a mailing list of every member of the congregation, and then divide the list

two ways, active and inactive. Special letter-mailings should be sent to the inactive list from time to time urging their attendance at services, calling attention to special sermons, musical programs, meetings, etc.

It has been my privilege to serve as a member of the publicity committee of the Chicago Sunday Evening Club, a non-sectarian organization, holding a religious and inspirational Sunday service in Orchestra Hall in the downtown business section of Chicago. The average attendance at these Sunday evening services is 2,200 people. It is always crowded, and very often many hundreds of people are turned away, for which large credit must be given to Direct-Mail methods.

Every hotel guest in Chicago on Sunday morning finds an invitation in his mail box inviting his attendance at the Sunday evening services, with name of speaker, subject, and musical program specially featured.

Managers of hotels have frequent letters from the trustees telling them how effective their coöperation is and keeping them sold on the idea and what it means to their guests. Admission is free.

At different intervals letters are sent to boarding houses and rooming houses, within a mile radius, with cards of invitation enclosed for distribution among their roomers and boarders—those in particular without any church affiliation invited to attend. This has proved very effective.

Mail methods are also employed for financing. Letters and other mail appeals, reports, etc., are sent to the subscribers—business men and firms.

This enterprise is one of the most outstanding examples of religious services that have been built up and continued successfully through intensive publicity in which mail methods play an important part.

The church bulletin, properly edited and issued regularly every week, offers one of the best mediums of keeping up lively interest in church activities. Churches located in the outlying residential sections of the larger cities which cannot use newspaper publicity with any degree of success will find the church bulletin a most effective medium.

Men's clubs affiliated with churches have a fluctuating up-and-down record of activity and apathy—mostly apathy. It will be

noted, however, that the activity period is the result of a live secretary on the job who sends out post-card notices of every meeting a day or two in advance, stimulating interest and reminding them of the meeting.

The apathy period is the result of depending only on pulpit announcements, ignoring the faulty memory of so many people, and missing entirely those who did not happen to be in attendance to hear the pulpit announcement.

Subscription envelopes, for finance budget purposes or in some churches for their Christmas and Easter collections, are used by many churches.

Church reports—financial statements—offer an opportunity for creating good feeling and enthusiasm of a congregation. Most reports need humanizing and simplifying. As many of them are issued they are a mass of cold figures passed out at the door and do not mean anything except to a very few.

When you do issue them humanize them, and mail to your entire list with the right kind of a letter, pointing out certain showings of progress. That has a personal point of contact and makes each person feel his part in the work.

Most letters sent out by church organizations have the fault of trying to "sermonize." They should be written more from the viewpoint of the layman, asking his fellow-members to coöperate with him in carrying on the work of the church on a team-work basis. They should be frank, friendly, and to the point.

You might call this sales promotion work as applied to the church. Most business men know what sales promotion means as applied to business.

LAYING THE FOUNDATION FOR COLLECTING \$108,000,000

BY RALPH WELLES KEELER

Director of Publicity, Committee on Conservation and Advance, Methodist Episcopal Church, Chicago

PUBLICITY for collecting \$108,000,000 of Centenary pledges in five years is largely a task of acquainting the Methodist Episcopal Church with itself, its opportunities and achievements, its obligations and resources, and the need of immediate

action in all matters pertaining to the establishing of the Kingdom of God on Earth.

The heroic task of educating a church to what it did when it put its name to paper to the amount of \$108,000,000 is at hand. The question you want answered is "How are you educating the Methodist Episcopal Church to make good on its subscription?"

Foremost of the agencies in reaching the membership of the Methodist Episcopal Church with any message whatever is the Church Press. It goes into the homes of the people. The weekly *Advocates*, of which we have twelve, and one German paper and the *Epworth Herald* have carried the message and educational material of the Centenary in a large, effective way. By an agreement with the Methodist Book Concern, which publishes most of the *Advocates*, our Committee has four pages weekly and twelve to sixteen pages the first issue of each month. This space is used for directions and exhortation, but also and more largely for illustrated feature stories on needs in the mission fields, results achieved by the use of Centenary funds and deplorable situations that exist because of failure on the part of subscribers to pay a full 100 per cent. on their pledges. As all of the Benevolent Boards are included in the work of the Department of Publicity, there is opportunity for great variety and wide range in the material furnished by this weekly service. Both manuscript and cuts are furnished, the material, except in the case of a message that must reach the entire church in the same form, being split into two syndicates. Special service is given to the *Epworth Herald*, *The Classmate*, and Sunday School publications, the material being adapted in each case to the paper's constituency.

As a part of the arrangement making possible the Church Press syndicate, the Committee on Conservation and Advance puts its organization back of the subscription campaigns of the several *Advocates*, the Department of Publicity furnishing all copy for program for Good Literature Day, prospectuses, posters, and other advertising material used. This arrangement is mutually beneficial, as increased circulation means more readers of our publicity.

"Sermons for Lay Lenten Preachers" were prepared and distributed, one to a layman in each charge, who as a Minute

Man used the material in five minute addresses as his church gave him opportunity. This was followed by a similar booklet "Addresses for Lay Coöperation in Recanvass Period, Honor Day and Beyond" to the same group. It is purposed through District Conference and Area Laymen's Organizations to use laymen more largely in this and other ways.

Each year there is printed for every district a Graphic District Record showing for each charge and for the district as a whole: the annual apportionment and the amount subscribed, payable annually; the total amount due and paid in preceding years, together with any excess payment or deficiency for such previous period; the amount paid in the year for which the graphic record is issued; and the percentage paid of the amount due on the apportionment or on the subscription for the year.

The percentage of amount due so paid is not only given in figures, but is represented by bars of varying length, and the scale for reading the same is supplied by lighter vertical bars, the distance from each to its fellow measuring 10 per cent.

Two copies of this Graphic District Record are furnished the District Superintendent for each charge in his district, one copy being given to the pastor and the other to the treasurer of benevolences.

Both general news and special news of the Methodist Episcopal Church has been released to several press associations and has been given considerable space. Syndicates which handle feature stories have accepted many articles on missionaries and their work in picturesque backgrounds in foreign lands. In class and trade publications from plumbers' magazines to teachers' journals we have had our material favorably received. Trade journals devoted to power farming implements, the laundry trade, the lumber trade, the drug store business, hardware, hospital operations, life insurance, and juvenile magazines have accepted articles suited to their special interest.

Methodist Episcopal activities in the United States and among immigrants from each country have been reported and published by the foreign language newspapers in this country. Some very tangible results in church work have been directly traced to this kind of publicity. In the Negro press the activities of the Church among colored people, both North and South,

are reported from time to time, as is the work of our Liberian Mission.

Local publicity has been given attention also, and serves as a very direct line of contact between the missionary and his personal supporters at home. All personal news items that can be gathered are written out in newspaper language and sent to the editors of newspapers of the localities in which the people mentioned are known, together with mention of their previous connection with the community.

The entire scheme of publicity is mapped out for team work. Bishops, district superintendents, pastors, editors, and laymen alike enter into the task and do their part. It is the task of the department of publicity to create the publicity, plan its use and get it started on its way.

Outside of the church press, bulletins for pastors, material for local church bulletins and secular press releases, the material goes down to the local church through the office of the Area Secretary, a staff officer of the Committee on Conservation and Advance who is located at the place of residence of the Area Bishop. In the fulfilling of his task he holds district and group conferences, makes a personal visit to each local church, and arranges for the dissemination of information through speakers, lantern slide lectures, and all other material provided by the headquarters office in Chicago.

QUALITY OF CHURCH PRINTING SHOULD PARALLEL ITS PURPOSE

BY JOHN CLYDE OSWALD

President, The American Printer, N. Y.

SO FAR as I have seen, most printing done for the church in recent years is poor in quality and insufficient in quantity. We build fine edifices, equip them splendidly, employ the best talent to conduct the work of the church organization, and then buy printing where it is cheapest or accept what is contributed by those with mistakenly benevolent intentions.

It may not be good morals to put the best apples at the top of the barrel, but it is also not good business procedure to put the worst ones there. Printing for the church should be so superior as to represent, not *misrepresent*, the church.

Printing in one form or another is often the first point of contact between the outsider and the church. If it be proper in the attempt to widen the scope of church service, to go out into the highways and byways and beckon non-church-goers to come into the fold, it should also be proper to make the effort in the best and most effective way.

A part of my business concerns itself with the production of a printing trade journal. Into the editorial office of that journal come specimens of printed matter from all over the world. Much of it is of the highest grade, sent to the editor because of the pride of the producers in their work. Practically all of it is publicity matter and practically all is devoted to business and educational purposes. Only in isolated instances do we receive specimens of what we call ecclesiastical printing that compares in quality with the rest.

I am not making a plea for ornate or elaborate manipulation of type and paper and ink. The best printing is usually the simplest printing. The message shines through the method so clearly that the method is unnoticed.

And as to quantity, printing for the church is usually restricted to the smallest amount that will go around. A business house that would confine the distribution of its publicity to its present customers without thought of future customers would soon have no customers. The department stores and other business enterprises fill the newspapers with their announcements, load the mails with their printed matter, keep in constant operation a follow-up system that omits no opportunity to make a favorable impression—all to the end of making constant additions to its clientele. Conducted on any other basis, modern business enterprises would shrivel up and disappear.

When the question of building a new church edifice arises a capable architect is selected and the task of designing and superintending the construction is put into his hands. When it comes to the selection of a builder the same course is pursued. But it seems seldom to be pursued in connection with the printing intended to fill the pews of the church.

Looking at the matter of church publicity from a business point of view, I would pursue a business promotion policy in connection with the promotion of church membership and

attendance. If I were the pastor of any given church, I would keep one thought constantly in mind, which would be to enlist the services of an advertising man of recognized authority.

I would make him the head of a Publicity Committee and be guided by the committee's suggestions. I would pursue the same policy in connection with all the printed matter issued in the interests of the church. I would select the best printer, not necessarily the lowest priced, but probably, because of being the best, the cheapest in the long run. When it came to a consideration of the technicalities of his particular line of work, I would leave the decisions to him. That course succeeds in temporal affairs. I believe it would succeed in spiritual affairs.

WHEN CHURCHES COÖPERATE IN LOCAL ADVERTISING

BY CHARLES H. PRATT, D.D

Pastor, Trinity Presbyterian Church, Montgomery, Ala.

OUR own church started an advertising campaign, and after it had been carried on for a month or more other pastors desired to join in it and a fund was raised among the different churches sufficient to underwrite the campaign for six months. We used the daily papers, the street cars, front and rear rather than cards inside.

For these we made large frames which were hung up on Sunday morning only. The wording on these posters was "GO TO CHURCH. BIBLE SCHOOL. PREACHING." The street-car people put them up and took them down on Sunday without charge. Both the car company and the newspapers have shown a fine spirit of coöperation. We intended to use the large bill posters and have them on hand but so far have not gotten our boards erected.

One of the biggest results is that the newspapers have become keen to religious news. They publish reports of several sermons each Monday. They also print free the full church notices in the Saturday papers.

It is never possible to say regarding advertising that any particular advertisement produced a certain result. But conditions being one kind when you start and different when you close you know that something has made a change. The change

in public sentiment toward the churches is perhaps the largest result of our campaign.

It is commonly said by business men in Montgomery that more men are talking religion on the streets and offices to-day than ever before. Church attendance has become popular and that at a time when religion and morality were at low ebb. It created an atmosphere which such an organization as the Business Men's Evangelistic Club could work. That club organized for personal testimony to the living Master and Lord is perhaps the single greatest force for righteousness in the city to-day. Then far out in other towns and in the country the church advertising has had a marked effect.

The Bible Class Movement has received a marked impetus. The total number of men has perhaps doubled since the advertising began. Five different churches have built or are planning to build to care for enlarged Sunday Schools. Some of these buildings are solely for the purpose of housing the men's classes. The largest numbers are in church attendance now that Montgomery has known in many years.

Church advertising like all other kinds must be built on truth. When the churches say "COME" they must have something to give. That has put pastors and church officers and people on keen edge to welcome the stranger and be cordial.

Every individual church should have a certain proportion of its current expense budget set aside for church advertising and an advertising manager who will work in close touch with the pastor in charge. Dr. Reisner of the Methodist Episcopal Church says that 10 per cent. of a current expense budget is not too much to spend on advertising.

XVIII

ADVERTISING AND INDUSTRIAL JUSTICE

*How a loose economic philosophy operates to cause universal harm—
Workings of the Kansas Industrial Court Law—Speaker sees some labor
activities as challenge to true American spirit.*

RESPONSIBILITY OF THE STATE FOR INDUSTRIAL JUSTICE

BY HON. HENRY J. ALLEN

Governor of Kansas

OUR thought is that American business life is honest out of its chosen policy, and we are always reminding each other that honesty is the best policy. Becoming acquainted with the work of the Associated Advertising Clubs of the World several years ago, and having followed the Association's achievements in the publicity world, basic among which is the preaching of the thought that truth must be at the foundation of advertising, I keenly sense the appropriateness of talking of the industrial situation before this convention. I know of nothing more ready to stand the wholesome introduction of truth than the industrial situation. I speak against that loose philosophy that has grown up in America during the last four years—put in the least and take out the most. It isn't an American idea.

For instance—Jim Larkin, a labor leader of New York City. Jim said, "It is my duty, as a union advisor, to tell the cohorts of my union, work as little as you possibly can, do as little as you can in the shortest time possible, and get as much for your labor power in the shortest time possible for the littlest you can do."

Following Larkin's philosophy to his fellow garment makers this is what happened in New York: In 1917, one factory of that great city produced 37,000 garments at a wage cost of \$2,800

per week. In 1920, the year they took his advice, that same garment factory produced 22,000 garments at a wage cost of \$7,000 per week.

To-day we suffer a threat of commercial paralysis on account of the subject of transportation. I got this beautiful contribution of truth out of a railroad circular giving the new classification for shop crafts:

"If you are going to remove the nozzle tip from a locomotive the first thing you now have to do is to send for a boiler maker and his helper, because you have to open the door and opening the door is a boiler maker's job. Then you have to send for a blower pipe man and his helper because removing the tip is a blower pipe man's job. Then you have to send, for the purpose of restoring the broken part, for a machinist and his helper because that is a machinist's job. And so to remove and replace the nozzle tip from a locomotive engine, a thing that ought to be as simple as unharnessing a team of mules, you send for three master mechanics and three helpers. Before this new classification was made it was all done by one handy man about the place called a helper. And we wonder why the cost of everything has gone up."

And so what I am preaching to-day is the need that the State shall come into the situation and by the exercise of impartial justice operate so that there shall not be too much here or too much there, that there shall not be an overloading of the situation either in the official end of the management of the railroad or in the shop end or in the traffic end.

I think you are all familiar with the coal strike of a year ago last winter. In Kansas when the strike came we were out of fuel. In two weeks, in the capital city, we were obliged to close the school houses. In three weeks, they were suffering in homes and there was threat of suffering in hospitals.

Then I went to the Supreme Court and asked if they would not turn over to the State, under a receivership, the mines in order that we might produce under State operation enough fuel to keep the people from freezing. I will never forget the look of mild surprise that came into the face of the Chief Justice of our Supreme Court, a great man who has served us in that capacity for thirty-five years. He said, "Well, Governor, upon what allegation do you want to take over these mines?" I am no

lawyer, so I said, "Judge, whatever allegation you think would work."

After they had turned over the mines to us, I went for ten days, pleading with the miners to go back to work, offering them a comfortable sort of a compromise in the way of wages and guarantee of future prosperity, and holding before them the picture of the suffering that would ensue if they persisted in their determination not only that they wouldn't dig any coal but that they wouldn't let anybody else dig any coal. In justice to a great many of these miners, they came to me out of the meetings by the thousands saying, "We would like to go back to work, but until we get the permission of the president of the Federation of Miners we would not dare go back for they would take away our working cards."

I talked for six days and six nights in one district. I never pled so earnestly for any cause in my life. I talked to eleven or twelve thousand miners, and I made just one convert, one man, an American-born miner, born at Des Moines, Iowa, who said, "Governor, we will stay and help the State mine coal," and he stayed.

Months later, when we had broken the strike and the operators had taken back their mines and the miners had gone back to work, this man was notified that his union had had a meeting and that they had suspended him for ninety-nine years. That was the sort of brotherhood I found in that district.

Then when I saw that those whose duty it was to mine coal to keep us from freezing did not intend to do it, I issued a call for volunteers, and in twenty-four hours more than eleven thousand people of my state, many of whom had never seen a coal mine, sent me word that they were willing to come and dig coal to keep the people of the State from suffering the awful horror of a fuel famine.

I took several hundred young men, choosing them from among those who had been in the service of their country. I had seen a lot of these young men in France. I had seen them overcoming such obstacles that when Alexander Howat, the president of the District Federation of Miners, told me that not a pound of coal would be produced in the Pittsburg District except by union labor, that not a pound ever had been

and not a pound ever would be, remembering what I had seen these great lads do in France, well I knew he was in for a surprise, at least.

I wish you could have seen some of them as I saw them in France. One day I was called upon for service in the evacuation hospitals near Beauvais. I stood, after a while, by the cot of an American boy who had lost his right hand, and he had received a very ugly-looking wound in the side of his face. I said, "Is there anything I can do for you?" He said, "I reckon not." Then he said, "If my girl was here I would have her write to my mother." I saw he was thinking about those two women that meant the most to him in his life, and I said, "I will get you a girl who will write to your mother." He said, "You will not find her here. This is a French hospital and they talk nothing but the frog language." I went across the aisle to where a dark-haired woman was bending over the cot of a poilu and asked if she would come and write a letter to the Pennsylvania mother of a soldier of the First Division. I knew her very well and knew she spoke our language. She said she would be glad to.

I took her across and introduced her to this lad and explained who she was. She was the daughter of Clemenceau, the first citizen of France. I wish you could have seen his eyes—you could have brushed them off. He never dreamed that in his experience as a soldier from Pennsylvania, a private soldier of the First Division, he would ever have the opportunity of communicating to his mother through the good offices of the daughter of the first citizen of the Republic, and it stumped him.

I said, "Come on, get busy; she will have to go back to work." And then she who knew the way to men's hearts said, "Come on, what shall we write to the mother?" He swallowed his epiglottis a couple of times and said, "My dearest Mother: I have met with a slight accident which has spoiled the beauty of my mug. I haven't time to write you about it now." Then he looked up at me and he said, "Say, how long would it take a man to learn to write with his left hand?" I said, "I don't know, ten days, maybe two weeks." He went on with his letter, "I haven't time to write you about it now. I will write you again in two weeks. Don't worry. Your loving Son."

I said, "Why are you writing that sort of stuff to your mother?" I wish you could have seen the look of virtue he had when he said, "I am writing her that because when I left home I told her that if anything happened to me I would write her the truth about it."

That was the spirit of it. I rode all one day through French Flanders with a British lieutenant-colonel at the hour when we were brigading our men with the British. I wish you could have seen the comradeship it was making for. I witnessed three of the most actual fist fights I ever encountered in my life, and from every one of these events the American representative was coming away with all the gate receipts. And finally, after the conclusion of the last event, when our lad was standing keen and tall and a blazing tower of wrath, stamping on his silly little service cap and yelling for Tommy's friends to bring Tommy back, and you could see that Tommy's friends didn't intend to do anything of the kind, I turned to the British colonel, and I said, "Colonel, the manner in which these men take to each other makes it appear that they will soon be getting acquainted." He said, "Upon my soul, it is most astounding. Tommy used to bear the reputation of being a handy man with his fists, but your men come over here and they knock him about."

I will never forget the first American regiment I saw marching in French Flanders to take its place in the British Reserve, and as they marched they were singing a popular song. You haven't heard the finest, most effective music in the world if you haven't heard a marching battalion singing under our flag while marching in a foreign country.

As the British heard the rollicking song, they looked at each other in astonishment and said, "Is it possible that the United States expects a lot of boy scouts like these to meet the trained army of the Hun?"

In a few weeks the Hun had smashed his way back to the Marne and there was a weak spot at the juncture of the French and British forces, and Paris was three miles away. They took the only American division that was available at the hour, the Second American Division, 27,000 men, and threw it in there against 94,000 of the trained troops of Germany, and when the first thirty-six hours of fighting in the open had

passed away, it was the only spot on the Allied line that bellied back toward German headquarters. The French were going about wiping the tears of gratitude from their eyes and thanking God for the dash and the strength of the soldiers that America had sent to play America's share in that war.

Ah! with those memories in my mind, do you think there was any fear that these men couldn't mine coal?

I will never forget the first trainload that brought in our first volunteers—that is what we called them; the miners had another name for them. They were down there making black the entire block around the station. They had come to give these men a reception, the sort of reception that strikers give to those who come to interfere in the proceedings. Then the train pulled in and these lads began to get off, tall, keen, stalwart, kindly eyed young chaps, most of them dressed in their service uniforms. They were so obviously what they were, not men come to interfere in a labor war but patriots come to protect the public against a war, that the miners themselves realized how incongruous it would be to call these men any of the names they had come to call them, so they received them in silence.

That night, while we were throwing out the guard lines, these boys who hadn't asked me what the wages were going to be or what the hours of work were going to be, began to pump water out of the pits. The next day at one of the mines they produced a car of coal. I have never heard so much cackling over one egg in all my life. The next day it was ten cars, and the wonder grew. The next day it was thirty cars, and in ten days these wondrous chaps, most of whom had never seen a coal mine, had produced enough coal to relieve the emergency in more than two hundred Kansas communities. And our interest in the strike was over.

These boys, as they produced for us that fuel, produced for us another service more important in its fundamental value even than the fuel, much as we needed the fuel. They taught us all to realize this great truth, that the State has the right to protect the public against anybody's strike and that is the truth I am come to preach this afternoon. If we haven't that right, then God help government.

As soon as the strike was broken and we had relieved the emergency in Kansas, a special session of the Legislature was

called to write upon the statute books a law making it impossible in the future for any combination either of capital or of labor to bring to bear upon the helpless public that hellish thing they call economic pressure.

The law has been on the statute books now for fifteen months, and the state of expectation which waits upon that law is as high in Kansas to-day as that which waits upon any law on the statute book. I think the most frequently uttered misrepresentation of the law is that it takes away from a man his God-given right to quit work. Now, if the law did that it would not be entitled to any place upon any American statute book. Our law expressly provides in its context that nothing in it shall be interpreted to deprive any man of his natural right to choose his own employment or to quit it at his will. It says to this man, "You can quit whenever you wish and go off about whatever other thing that entertains you or engages you. You may quit or any number of you may quit, but after you quit you shall not come back here to-morrow with your pockets full of brick-bats and dynamite in order to keep this man who wants to stay on the job from working."

The law doesn't go into the subject of the open and the closed shop. It says that all men who labor and all men who employ labor have the right to enter any sort of contract that is honorable, and it legalizes collective bargaining if they wish to use collective bargaining. But it says that when men have entered into a bargain that is a bargain, the State will stand behind the contract if it is an honorable contract. It says exactly the same thing to the employer and the employee.

The declaration of government is that no class shall live above the law, that no part shall be greater than the whole. It is merely saying that government which has put a stop to every other quarrel in American life shall also have the power to put a stop to the industrial quarrel in the name of the safety of the public.

Men are always telling us what government is for, that it exists for human equality, that it exists for freedom, that it exists to make the world safe for democracy. But I think the finest definition I have ever heard of government is that of Samuel Adams when he said, "The chief aim of government is justice." That is the chief aim in every relationship of life,

and all we have done in Kansas is to put the subject of justice in the hands of those pledged by righteous and impartial government to the administration of the subject.

It isn't so long ago that we took away from the people of the western part of my state the right to carry pistols. There were a good many men who had been carrying six-shooters. Some of them didn't think they were dressed properly if they didn't have a six-shooter hanging to them somewhere, and the niftier dressers wore two six-shooters. Then came Government saying, "You won't need these six-shooters any more." A lot of them said, "Why, we don't want to give up our six-shooters, we are out a good deal, we don't know when we will need them." The Government said, "You will not need them any more. There is a sheriff in the county, there is a deputy sheriff, there is a constable in every township, there is a town marshal, there are policemen." There isn't a man in my state who would go back again to the time when every man carried his own arsenal and acted as his own war department.

A packer said to me the other day, "Well, the objection we have to your law is that it regulates us." Well, of course it does, and that is the objection to any law, that it regulates. Why, my friends, we are regulated from the hour we are born until the day of the funeral. The doctor who ushers us in is regulated and the undertaker who buries us is regulated. Every man who comes here to this convention is regulated. Every married man is having said to him by the law all the time, "You shall not attempt to run your wife. That is a job that only government may undertake."

Now, this law has been upon our statute books, as I said, for fifteen months. There have been twenty-eight cases brought before the Court of Industrial Relations, most of them by organized labor. Twenty-seven of them have been decided, and of the twenty-seven decisions that have been rendered, twenty-six have been accepted as entirely satisfactory both by the laboring men and the employers.

The first case we had was a railroad case. The Joplin, Pittsburg and Galena Railroad Company had one strike in 1917 that lasted thirty days, another strike in 1918 that lasted ninety days and cost the employees who struck hundreds of thousands of dollars, cost the community that was deprived

of the transportation millions, and at the end of the time they all went back to work at the old working condition at the old wage.

Then, when the Court of Industrial Relations was set up for business, the trackmen, the carmen, of that railroad came into the Industrial Court praying for a readjustment of their wages and asking for a living wage. The president of the Court, in rendering his decision, used this language: "What is a fair and just wage? It is a living wage plus sufficient to enable a man to give to himself and his family some of the benefits of modern civilization, plus enough to enable him to build, through reasonable frugality, a safeguard against sickness and old age." And so they gave them a fair and just wage.

Isn't that better than the two strikes that preceded it? Isn't it better than what happened at Denver last summer, where all the railroad men of the street-car system went out on a strike, declared that not only would they not run the street cars of Denver, but they wouldn't let anybody else run the street cars? Denver was under martial law. There was riot and bloodshed in the streets. Hundreds of thousands of dollars' worth of property was destroyed. Men were killed. And at the end of six weeks, the tramway men went back to work at the same old wage under the same old conditions. Not a dollar was gained as the result of the strike.

We had two strikes last year, but they were small strikes, called by Alexander Howat, the president of the district miners' union and he was arrested and sentenced to jail for the first strike which involved two hundred and fifty men. Then, just to show he wasn't afraid, he called another strike. Again he was arrested, with the members of his cabinet, and sentenced to jail. He appealed from the decision, and then the constitutionality of the court was upheld, meaning that Alexander Howat would mine coal for Kansas at the penitentiary mine. Why? Because he violated the law of the State, that is all, and this is a question as to whether a State may be bigger than a labor union.

Now, my friends, in spite of the fact that every decision that has been made by the Industrial Court has brought blessing and help to labor, has been received with contentment by capital, every labor union leader is fighting the Court, not only

in Kansas but elsewhere. Eleven states in the Union are to-day discussing the probability of adopting an industrial court law, and in every one of those states the American Federation of Labor, headed by the union labor leaders, are fighting the law.

We have had two severe fights before the public on the Court of Industrial Relations. We have some industrial districts in Kansas that are so overwhelmingly controlled by laboring men that they could do anything they wished if they voted together. Last year in August, in the primaries, we had a fight as to whether the present chief executive of the State should be renominated and as to whether we should nominate for the Legislature certain men who, when they got to the Legislature, would be friendly to the Court of Industrial Relations.

The ticket pledged to the protection of the Industrial Court won in every industrial district in the State. Our candidate for the State Senate defeated Alexander Howat's candidate in his own ward. If Alexander Howat's ward had been following Alexander Howat, they would have beaten us five to one. They weren't following him, that is all, and there is nothing more pathetic in all the world than a great leader without any followers.

Ah! it is the women, the wives of the strikers, like the wives of the soldiers, who bear the brunt of the strike. They can't go down to the pool hall and help in the meetings. They don't get any fun marching. They can't help prepare the dynamite. They have got to stay home and keep the family going on strike benefits. And let me tell you, the wives of the union labor people of this country to-day are in favor of the government interposing its justice to protect them as well as the public from industrial war.

Now, I don't blame Gompers and the other members of his professional labor leadership. This is their job. Gompers has been at it for forty years, being a radical with the radicals and a conservative with the conservatives, but for Gompers all the time. I don't blame him for fighting the Kansas law. Why, Gompers and the tribe that shares with him the ill-got gold they take out of the pockets of labor realize that if government may find justice for the laboring man, then there will be no longer any market for the tin gods he has been selling to labor for fifty years in the United States.

I am getting tired of the type of American who is cowardly at this hour. I have heard so much rotten, loose-lipped stuff talked to us in the last few months under the guise of open-mindedness and academic freedom that I have no longer any patience with the shallow-minded American citizen who falls for the borrowed stuff of Europe.

I have uttered no word against Russia. God help Russia! She is walking the Golgotha way which peoples have been called upon to walk on their journey from absolutism to representative government. But what she is passing through to-day is a phase, and I pity the American who cannot distinguish between the phase and the type. Russia is traveling toward a type, and it is not the type of the Soviet form, it is the type of the American form.

Students talk to us about the psychology of the mob as though the mob had psychology. Why, psychology belongs to brain power, and shallow students, superficial students of American life, would tell us that America, because of her absolute freedom, is governed by mob psychology. If that were true, then God help the American Republic. The strongest element in America to-day is character, and character is in the safe-keeping of those patriots to whom the word has had training in their lives.

Standing here in this magnificent city which was once a battle-field of the Civil War, a devoted city that has felt the torch and the sword, we realize now that we went into the Civil War with a high spiritual impulse, both sides. The war did not begin when the Southern Confederacy served notice, it did not begin when Fort Sumter was fired upon. It began a hundred and sixty-eight years before when a Dutch brig unloaded at Jamestown, Va., a shipload of people who called themselves the Cavaliers, and about the same time there was unloaded at Plymouth Rock another shipload of people who called themselves the Puritans. They were exactly what they called themselves. Those who came to Plymouth were a hard-working, Puritanical people. They wouldn't kiss their wives on Sunday. The Cavaliers were different. They allowed themselves more latitude on Sunday.

These two people planted upon the American continent two separate and distinct ideas. Ideas are the warriors of the world.

These two ideas began their mighty race across the American continent, one north of the Mason and Dixon Line, one south, each building institutions of their choice, and for a while, in the great extent of territory, there was room for both these institutions to grow.

Then the continent began to fill up, and the man who had landed at Jamestown and the man who had landed at Plymouth Rock began to jostle each other, and each became aware of the irreconcilable difference in their two doctrines.

Then, God Almighty, in His great purpose, took the Puritan upon the one hand and the Cavalier upon the other, and he threw them together into the crucible of Civil War, and when the refining fire of four years had burned out the impurity in her system, we were an amalgamated people fit for growth and in harmony with our constitution.

And so we stand to-day a people that has fought for the ideals of freedom and for the spiritual purposes of civilization. It was thus we fought the Spanish-American War. Why, we are the only nation that ever conquered a country and then moved out. It was thus we sent our soldiers to the uprising in China. And when Germany was saying, "We will take these for our indemnity," and France was saying, "We will take these," and England was saying, "We will take these," then they all said to the United States, "Here is \$20,000,000 out of the plundered treasure of China; it is for your indemnity." And the United States said to China, "Here is your \$20,000,000. We don't want your money. We want you to quit killing the Christian missionaries."

That is the purpose for which ever we fought. We are saying to the Philippines to-day, "We will look you over, and if you are ready for free self-government, you have our pledge that you are going to have free self-government. That is the idealism for which we have fought always. That is the idealism that was akin to that for which we fought in the World War, and we are to-day a part of its results, and God help us to keep free of its evils and to give to the world the leadership of our whole-some strength.

God help us to be worthy of the sixty thousand that lie buried in the green soil of France, and the one hundred and fifty thousand who have come home bearing the wounds of war, and

the three million who gave of their youth and their strength and their fortunes that the cause of freedom, as interpreted by our civilization, might live. Those are the principles that bind us into a common brotherhood, and that brotherhood should stand to say to both of the elements of industrial strife, "Here is a party of the third part whose rights are paramount in the struggle and for whose protection the government utters its sane and sober and righteous voice."

XIX

ADVERTISING IN JUNIOR CLUBS

WORK OF THE JUNIOR ADVERTISING CLUBS

BY HUBERT J. ECHELE

President, Junior Advertising Club of St. Louis

A NUMBER of the younger advertising men of St. Louis have started a movement which will have a potent effect for good on the whole advertising profession. Wanting to learn more about advertising they formed the Junior Advertising Club. The club has been a success since the first day it was organized, and because it has been a success its members feel that other cities should have similar organizations for young men.

With this thought in mind, the St. Louis Juniors set forth to assist other cities to organize Junior Clubs and this has been so successful that we felt it would be a good move and a psychological time to organize a National Association of Juniors to be known as the "Junior Conference" affiliated with the Associated Advertising Clubs of the World.

The Junior Conference has a big mission to perform immediately, to spread the Junior Advertising Club idea throughout the country and to assist in every way possible every city which should have a Junior Club to organize one.

The first step this conference should take is to draft a booklet covering the Junior Club idea thoroughly, and get it circulated. This booklet should contain certain rules and regulations also to govern the Junior Advertising Club, a suggestion advanced because each Junior Club should keep before it at all times its purpose, and that purpose can be none other than "Education in Advertising."

A Junior Club should be the connecting link between the schools and the Advertising Clubs. The situation in St. Louis, and in other cities, is this: We have the young man going to school or college, and here he is learning some of the fundamentals of advertising. After he finishes school he gets into some business other than advertising. He is interested in advertising, but he feels he doesn't know enough about it to enter the Advertising Club and particularly so, because he is not in the advertising profession.

This is where the Junior Club should play its part, and the St. Louis Juniors have found from experience that it does. We are affiliated with the Senior organization, and they give us their heartiest coöperation.

XX

ADVERTISING AND STUDENT CONFERENCES

Interesting move is made to bring University and College people into close touch with Associated Advertising Clubs.

WORK OF THE STUDENT ADVERTISING CONFERENCE

BY JOE B. HOSMER

Student in School of Journalism, University of Missouri, and Chairman of Student Conference

THE Student Advertising Conference proposes to bring the university and college students who expect to make advertising their life work into a closer relation with the Associated Advertising Clubs. It seems desirable that these men and women, who will of necessity in later years have the destinies of the advertising profession in their care, should become familiar during their undergraduate days with the spirit of truth in advertising represented by the vigilance work of the Associated Clubs, as well as the more general phases of business coöperation undertaken by the A. A. C. of W.

So far there have been organized among university students taking advertising and salesmanship courses fifteen or twenty student advertising clubs, of which twelve are at present going concerns.

The most valuable function of this conference is to bring representatives of student life into personal contact with the convention. As a student who has attended several conventions of the Associated Clubs, it is my opinion that a properly planned attendance at the general sessions and department conferences will equal in educational value to any student an ordinary term's work.

The reason for forming student advertising organizations is

that the teaching of advertising in American universities has developed to a point where it is a recognized part of the curricula in more than seventy-five universities and colleges and the future course of advertising must necessarily depend on the graduates of these schools for its leadership.

This makes it desirable that the students in these seventy-five universities become actively acquainted with the spirit and motives of the Associated Advertising Clubs during their undergraduate days. The most practical method of insuring this acquaintanceship on the part of advertising students is through advertising organizations in the universities.

This need has already been recognized by advertising students as there have been organized at various times during the last ten years not less than fifteen such organizations. At the present time nine of these are going concerns affiliated with the Associated Advertising Clubs of the World. They are: The John W. Jewell Chapter, Alpha Delta Sigma, School of Journalism of the University of Missouri; the Henry Watterson Chapter, Alpha Delta Sigma, University of Kentucky; Prentiss Chapter, Alpha Delta Sigma, Georgetown (Ky.) College; Gamma Alpha Chi, School of Journalism, University of Missouri; Gamma Alpha Chi, University of Texas; University of Wisconsin Advertising Club, School of Commerce, University of Wisconsin; Advertising Club, University of California; Trial League, School of Commerce, New York University, Advertising and Selling Club, Syracuse (N. Y.) University.

APPENDIX

CONVENTIONS AND OFFICERS OF THE ASSOCIATED ADVERTISING CLUBS OF THE WORLD

Association Year	Place	Attendance	No. of Clubs in Association	Total Membership	President	Secretary
1905	Chicago		14	No data (less than 100)	Charles H. Jones, Editor and Publisher of <i>The Ad Writer</i> St. Louis (Term completed by Hugh Montgomery Chicago <i>Tribune</i> Chicago.)	Seth Brown Cincinnati (Term completed by Byron W. Orr, St. Louis)
1906	St. Louis	200	13	No data	W. N. Aubuchon, Adv. Mgr., National Candy Co., St. Louis	J. O. Young, Kansas City
1907	Cincinnati	350	13	No data	Smith B. Quayle, Phil. Morton Co., Cincinnati	Byron W. Orr, St. Louis
1908	Kansas City	400	15	No data	E. D. Gibbs, Patterson-Gibbs Co. Chicago	Leo Landeau, St. Louis
1909	Louisville	300	23	1,884	Samuel C. Debbs, Coca-Cola Co., Atlanta	P. S. Florea Indianapolis
1910	Omaha	754	39	2,621	Samuel C. Dobbs,	P. S. Florea Indianapolis
1911	Boston	2,260	100	5,823	George W. Coleman, President, Babson Institute, Boston	P. S. Florea Indianapolis
1912	Dallas	2,371	130	9,781	George W. Coleman	P. S. Florea Indianapolis
1913	Baltimore	1,468	140	10,283	William Woodhead, Publisher, <i>Sunset Magazine</i> , San Francisco	P. S. Florea Indianapolis

Association Year	Place	Attendance	No. of Clubs in Association	Total Membership	President	Secretary
1914	Toronto	1,877	132	10,678	William Woodhead	P. S. Florea Indianapolis
1915	Chicago	4,193	120	10,200	Herbert S. Houston, Doubleday, Page & Co. New York	P. S. Florea Indianapolis
1916	Philadelphia	5,403	153	13,780	Herbert S. Houston,	P. S. Florea Indianapolis
1917	St. Louis	3,734	172	14,802	William C. D'Arcy, D'Arcy Advertising Co., St. Louis	P. S. Florea Indianapolis
1918	San Francisco	1,284	150	12,887	William C. D'Arcy,	P. S. Florea Indianapolis
1919	New Orleans	1,758	151	14,495	Edwin T. Meredith, Publisher of <i>Successful Farming</i> , Des Moines (Appointed Secretary of Agriculture during term of office, which was completed by Reuben H. Donnelley, Reuben H. Donnelley Corp., Chicago)	P. S. Florea New York
1920	Indianapolis	2,813	174	17,840	Charles A. Otis, Cleveland, (Unable to accept; Executive Committee appointed) Rowe Stewart, <i>Philadelphia Record</i>	P. S. Florea, New York
1921	Atlanta	2,045	213	20,976	Charles Henry Mack- intosh, LaSalle Extension University, Chicago	P. S. Florea New York

In addition to the geographically separated advertising clubs, the membership of the Associated Clubs embraces:

The National Advertising Commission

Sustaining Members

Members-at-Large

The Commission comprises twenty national and international associations representing various kinds of advertising, these twenty de-

partments being: Advertising specialty Associations, Agricultural Publishers' Association, American Association Advertising Agencies, Associated Business Papers, Inc., Associated Retail Advertisers, Directory and Reference Media Department, Association of National Advertisers, Church Advertising Department, Community Advertising Department, Direct Mail Advertising Association, Financial Advertisers' Association, Graphic Arts Association, National Association of Employing Lithographers, National Association of Newspaper Executives, National Association of Theatre Program Publishers, Outdoor Advertising Association, Periodical Publishers' Association, Poster Advertising Association, Religious Press Department, Screen Advertisers' Association.

Sustaining Members are firms which take this means of paying considerable sums (ranging from \$25 to \$4,000 a year) toward the support of the work, the present total revenue from that source being in excess of \$100,000 a year.

Members-at-Large are individuals in communities not having advertising clubs who pay \$10 a year as a means for being in touch with the work and helping to support it.

The Association publishes numerous outstanding books on advertising, issues a monthly magazine, and engages in various other important activities in promoting more effective advertising.

The Association headquarters are at 110 West Fortieth Street, New York, U. S. A.

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